



**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**

**May 8, 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>Ionescu, Daniel</i>	✓
<i>Kennedy, Sacha</i>	✓
<i>Kulik, Dina</i>	Telephone
<i>Lazarus, Shavone</i>	✓
<i>Litwack-Goldman, Judy</i>	✓
<i>Lombardi, Connie</i>	Telephone
<i>Marques, Ana Cristina</i>	✓
<i>Peterson, Mary</i>	✓
<i>Singh, Gaurav</i>	Telephone
<i>Stelmacovich, Kim</i>	✓
<i>Zingaro, Tony</i>	✓
<b>REGRETS</b>	
<b>STAFF</b>	
<i>Bisaillon, Susan, CEO</i>	✓
<i>Burbridge, Kathryn, Lead, Safety, Quality and Strategic Directions</i>	✓
<i>Tkadletz, Lorraine - Recorder</i>	✓

**1. Call Meeting to Order:**

Meeting called to order at 6:34 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

Sacha informed the Board of Safehaven's participation in the Toronto Marathon. It was a successful event that mobilized teams in the various homes, with a lot of positive feedback from the staff, Board members and clients who participated. Hotel X kindly offered us their loading docks and surrounding sidewalk for client drop off and Dignity transport provided client transportation at no cost to us. The goal of \$20,000 was raised, with more donations continuing to come in. Sacha thanked staff members Andrea and Andrew as well as Debbie, for the great job they did in organizing this event.

## 1.4 Approval of Agenda

Approval of Agenda

Motion: Tony Zingaro

Second: Judy Litwack-Goldman

Carried: To approve the Agenda for the May 8, 2018 Board meeting of Safehaven.

## 2. Consent Agenda Matters

2.1 Approval of April 10, 2018 Board meeting minutes

2.2 No Changes to the By-laws at the AGM in October as recommended by the Governance Committee

2.3 2017/2018 Operational Plan Q4 Update

Motion: Mary Peterson

Second: Noela Fowler

Carried: To approve the Consent Agenda Matters

## 3. Safehaven Investment Portfolio Review and Update

Stan Wong provided an overview of the investment portfolio and pointed out that the focus of the investment is on capital preservation with the current asset allocation for the total portfolio at 60% fixed income, 21% cash, including GIC's and bonds with maturities of less than 12 months and 19% in equities. The majority of the managed portion of the portfolio is in fixed income at 66% with 13% in cash and 21% in equities. Cumulative net earnings growth since inception in 2012 is \$1,416,000. Stan noted that interest rates are moving higher which is detrimental to long and mid-term bonds however the portfolio has been built to mitigate the impact with rate resets. Due to the capital preservation nature of the fund and the investing limitations pertaining to auditor independence requirements, there are many types of investments that the portfolio cannot own and this makes it hard to benchmark against a particular benchmark.



Daniel asked Stan for an objective measurement to a benchmark for the fixed income portfolio and Stan agreed to put this together and will send it to Susan and Ella within the following week.

Stan advised the Board that there is \$1,000,000 coming due in June within the non-managed portion of the portfolio and he asked that the Board let him know where to invest these funds, as well as how much will be required going forward for property acquisitions. He was informed that there may be a need for \$2 million to \$4 million or more in the next year to purchase and possibly renovate a property. This being the case, Stan advised that liquidity should not be a problem since even the managed portfolio, most of the bonds are very liquid. Daniel asked how much exposure there is to the US dollar and Stan advised it is roughly 11.5% at this time.

#### **4. Board Governance**

##### Review Annual Board Peer Assessment Questionnaire Results

The Board summary results indicate that the Board received high marks with the range being between 3.8 and 3.2. The top three for the Board as a whole include consistently demonstrating integrity and high ethical standards; respecting confidentiality and understanding and respecting the role of the chair. Three areas for improvement are thinking strategically in assessing situations and offering alternatives; financial literacy and developing and maintaining sound relationships. Eric offered to provide a high level education on financial literacy and the Board felt that this would be most useful in November, following the election of new Board members at the AGM.

##### Governance Functioning Tool Reminder

Mary realized that the tool is difficult to do online, so she brought hard copies for those Board members who have not yet completed it.

##### Abuse Education 2018

The Board was advised that Abuse Education is mandatory for all including staff, Board members and volunteers. All suspected abuse must be reported. At the last Board meeting the Board was informed about a Serious Occurrence Report that Susan submitted and the investigation in this case is still ongoing. The process involved with cases is that the Board Chair is immediately informed as soon as an incident involving abuse takes place. As well, the Ministry must be informed within 3 hours of the incident, with the CAS becoming involved if the client is a ward of the state and under 18 years of age; with those who are over 18, a POA must be notified.

Additionally, the organization must ensure the privacy of data, which falls to the IT provider, SupraIT, who provides the mandatory policies around data privacy protection. A suggestion was made to have information on our IT system come to the Board of Directors from SupraIT.



## **5. Quality Report**

### Q4 Quality Report

Kim provided highlights from the Q4 scorecard including the occupancy rate at Bloor which came in at 89% for Q4 vs. 64% in Q3. The Bloor respite location is funded for 7 beds, but has 11 licensed beds and is able to make up on weekends for weekdays that may not be completely full. Going forward, Bloor will be licensed for 15 beds and will look at central intake for booking respite. Agency utilization continues to trend downward. Immunization rate is still disappointing at 36% and the approach taken will need to be re-evaluated for the next flu season. Currently there is no target for incident reports and the approach taken is to encourage reporting, so rather than set targets the severity of incidents could be stratified.

A new member of the Quality, Safety and Risk committee, Tricia Swartz has an advanced degree in safety and risk and she agreed to look at others organizations indicators and get back to us with suggested targets. It was suggested that we compare indicators year over year to provide a benchmark and trending so the board understands progression with performance.

### Feedback and Complaints Report Summary

Eight (8) feedbacks were received, including five (5) complaints and three (3) staff recognition. Two (2) of the complaints were from the same family and revolved around their insistence on 1 to 1 care. An independent assessor was commissioned who determined that our model of 2 to 1 care is appropriate for this child.

### Accreditation Highlight

### Accreditation Schedule

Kathryn reported that there are now only 33 days until the accreditation survey. The schedule is included in the Board package and there will be an introduction at 8:30 am on Mon. June 11th just prior to the Board interview. The introduction is optional for Board members, but they are welcome to attend prior to attending the Board interview at 9:00 am. A mock interview session will be held in the Bloor Boardroom on Mon. June 4 from 6 to 8 pm. A few of the Board members may not be able to attend and there may need to be a second mock interview to ensure the Board members all feel prepared for the survey.

## **6. Committee Updates**

### Finance Committee

The Finance Committee met with the auditors to plan the audit on Fri. May 4, 2018. The Audited Financial Statements will need to be submitted at the end of June, and the results will be presented to the Finance Committee at the end of May for inclusion on the June Board meeting agenda.



### Quality Safety and Risk Committee

The two Serious Occurrence Reports were discussed. One of the reports has been resolved and the other report is currently with police and CAS to resolve the matter. The building condition assessment reports on all five properties were given to us and Kim may be able to obtain a forecasting tool to apply to help us determine how best to leverage the information in the reports.

### Fundraising & Communications Committee

The recruitment for a Fundraising individual has been put on hold for the time being. An offer was made to a promising candidate who was unable to accept due to a family crisis. In the interim, the new Communications person, Debbie has come on board and is working really well with Andrew, the Fundraising staff. In addition, Judy has been working with Andrew to fill the void and this has worked out well, with Judy and Sacha offering to mentor Andrew, who is strategic and a big thinker. Sacha and Judy feel that Debbie will be able to raise the caliber of communication as well as the organization's profile and Susan's profile as well.

### Property Committee

Susan, Connie and Tony recently visited Reena, a housing provider in Vaughan that provides affordable housing. They visited 5 or 6 units in the building and were able to see how people with different abilities were able to help each other, with some who have fewer disabilities assisting those with more challenging disabilities in the activities of daily living. Reena built the building for \$17 million six years ago and they provide both subsidized rental units as well as market value rent.

## **7. Strategic Plan**

There were no updates given with respect to the Strategic Planning Committee; just that Susan has been working with Robyn on two surveys, one for families and the other for staff.

## **8. CEO Report**

Susan reported working with MPP Cristina Martins and TDSB on the issue of the two parking lots that TDSB owns behind the Bloor building. Ongoing efforts are taking place to try and secure the land either for sale or lease. See attached letters that have been sent to various individuals at TDSB by Ana Bailao and Cristina Martina.

Susan reported that salaries will be increasing however this maybe challenging if funds are not received from the government. If there is a deficit as a result of these increases, it will come from the charitable funds. A suggestion was made to increase rents to generate additional income.

Five (5) summer students were hired and will be located at various sites. There are upgrades that will be made to the pool at the Clayland house.



**9. Board Evaluation**

The board agreed that the meeting was excellent and informative.

**10. Date of Next Board Meeting: June 12, 2018 at 37 Timber Lane**

**11. Adjournment**

Motion: Mary Peterson

Second: Judy Litwack-Goldman

Carried: That the May 8, 2018 meeting was adjourned at 8:32 pm.

Recorder: Lorraine Tkadletz, Administrative Assistant

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Noela Fowler, President

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Shavone Lazarus, Secretary