



**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**

**November 14, 2018**

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

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

**1. Call Meeting to Order:**

Meeting called to order at 6:33 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

Susan recounted the story of H.U., a resident who initially came to us for respite. H.U. has Cerebral Palsy and has severe scoliosis which is almost inoperable. H.U. is very underweight and last year caught influenza for which he was hospitalized. Eating is difficult for him and his current weight fluctuates between 51 and 54 lbs and he looks severely malnourished. The staff who take care of him are distressed and concerned as is Susan. His family have objected to the idea of a g-tube for him due partly to negative stories they have heard from other parents of children who have g-tubes. There has been quite a bit of discussion between Susan and the parents about the topic of nutrition and about a g-tube, but the parents remain adamant that they do not want their son to have a g-tube. Susan's concern has grown and for this reason there was a meeting with H.U.'s parents, Susan and the care team at Sick Kids including three physicians. The outcome of this meeting included supplementation with Ensure and chicken to try to alleviate the malnourishment, as the parents are adamantly against the feeding tube. One of the three physicians recommended a g-tube, but because the family is against this idea, the other two physicians did not press for the g-tube. Susan has contacted Child Welfare and they are reluctant to become involved as H.U. will soon be an adult. Child Welfare as well as the Ministry have advised Susan to contact the Public Guardian which she will do as a next step.

### 1.4 Approval of Agenda

Approval of Agenda

Motion: Sandra Smith

Second: Kim Stelmacovick

Carried: To approve the Agenda for the November 14, 2018 Board meeting of Safehaven.

## 2. Consent Agenda Matters

### 2.1 Approval of September 11, 2018 Board Meeting Minutes

### 2.2 Q1 Operational Plan Update

Motion: Kim Stelmacovick

Second: Sandra Smith

Carried: To approve the Consent Agenda Matters

## 3. CEO Report

Susan advised that earlier this year, we had complied with Bill 148 legislation which the new provincial government has since repealed and replaced with Bill 47. As a result of our compliance to Bill 148, all part time staff are now earning the same rate of pay as full time staff which is something that we will not repeal despite the rollback with the new legislation, as Susan feels that equal pay for equal work is the correct thing to do.

Susan will be attending a planning session put on by the TDSA on Dec. 2nd. There is a lot of concern in the sector around pressures that may be brought to bear due to the new



government's goal to reduce spending by 4%. Discussion is around mergers and back office mergers to reduce inefficiencies. At the December Board Retreat the agenda will include discussion around aligning to the priorities of the new government. We are preparing ourselves for the possibility of a 5% reduction in funding. Sandra advised that she is also hearing a lot of discussion around back office mergers. We are a small organization but we are very specialized in that we will take on medically complex individuals and for this reason the LHIN wants us to develop a complex pediatric program and the Toronto Central LHIN met with Susan to discuss Safehaven taking the lead with Holland Bloorview and Sick Kids to develop the program. Susan got a call from the Central LHIN requesting that we take a young adult, age 27 with degenerative MS and on a ventilator for respite. There is nowhere for complex young adults to go for respite and they therefore end up going to intensive care units. Hospitals are closing their doors to respite and therefore the LHIN wants to meet with Susan to discuss taking chronic vent and other high needs young adults. Susan pointed out that we are in a unique position because we will take people with medical complexities and also those with developmental delays.

With the possibility of mergers going forward, Eric spoke about the need to look at the criteria for mergers to determine what we will require and suggested this could be discussed further at the Board retreat. Noela added that we could come up with a checklist of what we are looking for in a potential merger. Kim suggested we could build out a couple of different scenarios – both bottom up and top down.

Susan discussed the changes in the organization chart which include the addition of Sonia Dupte, Director of Philanthropy and Communications, as well as Mary Michalski, Lead, Quality, Safety & Education. Also, we have partnered with a Clown Program and will have a Clown instructor from George Brown as well as her students come in to interact with our clients and staff.

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

##### Board Executive Elections

The Board Executive Elections process has been completed and the Board elected the following individuals to the Board Executive:

President – Noela Fowler  
Vice President – Mary Peterson  
Treasurer – Eric Clarke  
Secretary – Connie Lombardi

Motion: Kim Stelmacovick  
Second: Sandra Smith  
Carried: To approve the Election of Officers



### 2018/2019 Committee Chairs

Most of the committees remain very similar to the committees that we had last year. The changes for 2018/2019 include:

- Eric will chair the Finance Committee
- Sandra will chair the Human Resources Committee

Shavone asked if we plan to move HR related topics from the Governance Committee to the HR Committee and Susan advised that according to OHA guidelines, CEO related HR will still be handled by the Governance Committee as there is a natural fit.

### Board Education

The Board found the Module 7 video to be really good and pointed out that we are doing almost all the things talked about in the video. Shavone asked if we will be taking another look at the size of the Board and this was done last year when we increased the maximum number of Board members from 12 to 14 and have found this to be an effective Board size.

## **5. Quality Report**

### Q2 Scorecard Update

Kim reported that work is ongoing to develop a next generation scorecard which will increase the specificity of some of the indicators. The new scorecard will feature higher level indicators for the Board to review. Kim expects to be able to bring the revised scorecard to the Board at the February meeting.

Review of the Scorecard involved the few indicators that are in the red. Hand Hygiene Compliance was below target as there was a capacity issue in performing the audits. The slightly below target indicator Agency Utilization-Staff Replacement is a reflection of staff taking vacation time and can be resolved with vacation time planning. Client and Family Satisfaction with Respite is below target and going forward we can bring back the compliments and complaints report.

### Quality Committee Update

The Quality Committee met recently and highlights from the meeting include the OCAD students who are assisting with articulating stories to build a business case for supporting adults. They will produce a white paper as well as a video and they will try to meet with politicians and a Rotman student will work on the actual business case. Kim thanked Gaurav for putting us in contact with OCAD.

The Risk Management Plan was reviewed by the committee and it was noted that the 2018-2019 plan doesn't reflect re-development risk which has prompted the commission of a sub-committee to review the plan and provide recommendations to include re-development risk. Overall, the plan was well received by the committee with the recommendation that we need



a risk management framework. HIROC, our insurance provider offers an integrated management risk software, which is available at no charge to subscribers. This software is used by hospitals and we will look at the possibility of utilizing it as well.

## **6. Committee Updates**

### Finance Committee

Eric reported that at the halfway mark for the year, we have an overall surplus over \$300,000, with an operating surplus of \$37,000 due in part to lower staffing costs. We have caught up with billing from previous years, which is another reason for the surplus. Although Bill 148 was rolled back recently by the new government, we won't be reversing the pay and benefits to part-time staff. The increase in interest rates will put pressure on our investment portfolio. The Finance Committee discussed the amount we have built up in the charitable fund over the years and pointed out the need to make sure we understand what the planned use of the charitable fund would be in case we are asked about the amount by CRA. Additionally, having a plan will help Susan when looking at property. Eric agreed to put together a plan for the charitable fund to present at the April Board meeting. Susan is working under the assumption that there could be a possible reduction in funding. The Financial Analyst has collected more than \$112,000 from aged receivables including respite. Prior to the creation of the Financial Analyst position several months ago, there wasn't enough capacity to collect the aged receivables and they were written off. There were a number of clients who abused this lack of efficiency. Additionally we recently instituted standardized grocery lists for all the homes and as a result the food bills have been reduced. Eric agreed to try to recruit a PwC staff to review our processes to look for additional efficiencies.

### Property Committee

Susan and Tony attended the opening of the Meta Centre and met MPP Michael Tibolo as well as other supporters of the Meta Centre. They were able to set up a meeting and tour of the Timberlane home for MPP Tibolo which will take place on December 14. The hope is that we will be able to obtain donated land, as the Meta Centre did. We are in need of two new locations, one in Vaughan – where this is a lot of political will and the other in Toronto.

There is a property for sale on Weston Road and Tony has taken a look at it. The building envelope is not what he wants – his idea is to have a basement and sub basement as well as a first and second floor as well as space for parking 15 to 20 cars. Additionally, Tony is looking at a couple of large bungalows also in Vaughan. Susan is considering a church in the Annex area of Toronto and legions are another option we can consider for property to renovate.

### Philanthropy & Communications Committee

Susan reported that Sonia, the newly hired Director of Philanthropy and Communications is doing a great job.



Although the Gala was cancelled this year, there was a smaller more intimate event where the draw for the car was held. Susan attended this event and advised that participants including Italian Car Day and the Knights of Columbus generated donations totalling \$100,000. The Knights of Columbus are interested in providing us with a Christmas Party for our children and thanks to a connection they have at Toys 'R Us, every child will receive a toy. The party is being planned for Dec. 16, 2018 at the Bloor site and will likely utilize all three floors. Additionally, Noela's son's girlfriend, who provided our kids with Christmas gifts last year will do so again this year.

There will be a silent auction and a live auction on May 2, 2019 which will be held at the Scotia Centre on King St, with the venue providing the space as well as the food and drinks. We plan to invite approximately 1000 and it was suggested that we do hand prints of the our children to sell. Lorraine agreed to send the calendar invitations to Board members.

#### Strategic Planning Committee

The annual Board Retreat will be held at the Deloitte offices on December 1, 2018. Topics that will be included are: Financial Literacy for Non-Profit Board Members; Continuing Transforming Safehaven's Journey and Advancing Strategic Goals and Objectives.

#### **7. Board Meeting Evaluation**

The board agreed that the meeting kept on track really well and was informative and well run.

#### **8. Date of Next Board Meeting: January 8, 2019 at 90 Glenaden Ave E.**

#### **9. Adjournment**

Motion: Sandra Smith

Second: Tony Zingaro

Carried: That the November 14, 2018 meeting was adjourned at 8:25 pm.

Recorder: Lorraine Tkadletz, Executive Administrative Assistant

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Noela Fowler, President

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Connie Lombardi, Secretary