



## 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

September 10, 2019

Community Room, Toronto Police Service 14 Division,  
350 Dovercourt Road, Toronto, ON 6:30 PM – 8:30 PM

<b>DIRECTORS</b>	<b>PRESENT</b>
<i>Alfar, Khalil</i>	✓
<i>Briscoe, Jennifer</i>	✓
<i>Dame, Dave</i>	✓
<i>Fowler, Noela</i>	✓
<i>Kennedy, Sacha</i>	✓
<i>Lombardi, Connie</i>	✓
<i>Peterson, Mary</i>	✓
<i>Singh, Gaurav</i>	✓
<i>Smith, Sandra</i>	✓
<i>Stelmacovich, Kim</i>	✓
<b>REGRETS</b>	
<i>Litwack-Goldman, Judy</i>	
<i>Clarke, Eric</i>	
<b>STAFF and GUESTS</b>	
<i>Bisaillon, Susan, CEO</i>	✓
<i>Dupte, Sonia, Director of Philanthropy and Communications</i>	✓
<i>Tkadletz, Lorraine – Recorder</i>	✓

### 1. Call Meeting to Order:

Meeting called to order at 6:35 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 discussed the story of one of the residents who was adopted in June and provided an update on how he is doing. Staff at one of our homes has been corresponding with LD's mother and she provided information on his progress as well as photos. He's doing very well and he is now making sounds - "meow", "woof" and "ba" and he growls very loud for every animal (his family has a large property with animals). Noela showed the board a few pictures of LD with the animals on the property. LD had many physical challenges when he arrived at Safehaven. His mother reports that his kidney is actually slightly big for his size so that compensates and he has full kidney function and it is doing what his body needs at the moment. If this stays on track, he may not require a kidney transplant in the future. The board was happy to hear how well he is doing, both in adjusting to his new home and his health.

### 1.4 Approval of Agenda

Approval of Agenda

Motion: Connie Lombardi

Second: Sandra Smith

Carried: To approve the Agenda for the September 10, 2019 Board meeting of Safehaven.

### 1.5 Welcome New Board Members

Noela welcomed new Board members Jennifer Briscoe and Dave Dame to the Board. The Board members introduced themselves to the new members and welcomed them to the Board of Directors.

Approval of New Board Members

Motion: Connie Lombardi

Second: Sandra Smith

Carried: To approve both Jennifer Briscoe and Dave Dame as Board members.

## 2. Consent Agenda Matters

### 2.1 Approval of June 11, 2019 Board Meeting Minutes

Motion: Connie Lombardi

Second: Mary Peterson

Carried: To approve the Consent Agenda Matters



### **3. Philanthropy and Communications Committee**

Sonia provided highlights of the work of the philanthropy and communications team over the past nine months which included::

- Reviewed the database and transformed the Constituent Relationship Management system by optimizing and integrating the system with other functions including volunteer management and finance.
- Set up new processes and procedures along with internal controls around gift processing and fundraising policies.
- Continuing to develop the acquisition and retention pipeline.
- 11 grants have been submitted in the past 6 months (i.e. since February), with 54% new prospects and opportunities being pursued.
- First ever Illumination event at Scotiabank Centre with a positive return on investment.
- Total revenue development in 2018-2019 was in excess of \$305,000. This included funds raised through the car raffle.
- Safehaven's external presence was increased as well and we had a visit from the Minister of Health, Christine Elliott.
- Rebranding project is starting in October with Miami Ad School.
- For the future, a report with dashboard | KPIs for the philanthropy and communications will be presented to the Board.

The Board asked to understand how the Gala/Raffle revenue/costs are accounted in the year after the event. In addition, a suggestion was made to define the persona of a typical donor which might help with our acquisitions.

### **4. CEO Report**

- The decision to move the date of the AGM from October to June has been beneficial as it provided time over the summer to focus on other priority areas at Safehaven.
- A proposal was submitted to the Ministry of Health (MoH) and Ministry of Children, Community and Social Services (MCCSS) on Sept. 5 with the goal of funding 10 currently unfunded beds at Safehaven's Bloor location. The annual budgets for MCCSS have not been released to date.
- Our self-assessment for the Ontario Health Team (OHT) with SickKids was not approved for the next phase and we will continue to look at this for future opportunities.
- SickKids has a new CEO, Dr. Ronald Cohn, and Susan was able to meet with him to discuss potential for future partnerships on integrated care.
- The potential new build in Vaughan on donated land, is becoming less of an option because of the restrictions involved with building on greenbelt land.
- We will be looking at a new City of Toronto initiative called CreateTO as the city will be releasing several properties to be used to build housing with a timeframe of 2023.
- We are once again partnering with Ontario College of Art and Design University (OCAD) working on our future build to provide reverse inclusion and to create a home like environment.
- We are also partnering with the Canadian Patient Safety Institute on a communications project.



- Our work on leadership development with the Studer Group will commence shortly.

## **5. Board Governance**

### Board Annual Documents Signoff

Mary requested that all Board members complete the Abuse Prevention and Neglect training online as well as the Hand Hygiene online training and return the signoff sheets to Lorraine by Mon. Sept. 16.

Mary also asked that Board members complete the other annual forms and ensure they are sent to Lorraine by the due date.

For Quality Assurance Measures (QAM) licensing, we are required to ensure all Board member files are up to date with all the QAM required documents and forms.

### Board Executive Elections

The incumbents for all four executive positions have agreed to return for another year and since there were no other Board members who wish to run for any of the executive roles, the Board was asked to vote on the slate as follows:

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

Approval of the Executive slate  
Motion: Jennifer Briscoe  
Second: Noela Fowler  
Carried: To approve the Executive Slate

## **6. Quality Report**

### Q1 Scorecard

The occupancy rate for Bloor respite beds is below target due mostly to last minute cancellations as a result of clients being sick and unable to come for their scheduled visit. Other indicators that came in slightly below target are Client and Family Satisfaction with residential care at 86% and respite care at 80% versus targets for both of 90%.

Bloor respite staff are working with the Canadian Patient Safety Institute on a project to improve communications and teamwork and this is something that should help with client satisfaction rates. We will be working with the Studer Group and this will also help with communication and teamwork and thus improve client satisfaction. Additionally we will be looking at electronic documentation but we are not there yet as there are a few solutions that will be reviewed prior to committing to an electronic documentation system.



### Risk Registry Update

This registry will allow us to centralize and identify risks. Kathryn is leading the implementation of the registry and she has trained the leads to populate the system. Kathryn will be reaching out to Board Committee chairs for input into the risk registry.

## **7. Committee Updates**

### Finance Committee Update

In Eric's absence, Susan advised that the financial statements are included in the Board package along with the minutes of the May 23, 2019 Finance Committee meeting. We have a surplus of \$105K in Operating fund, but one of our beds that had previously been purchased by an organization called Catulpa will not be funded by them going forward and we will see decreased revenue as a result. There is a \$106K surplus in the Charitable fund which is attributed to a net growth in the Investment portfolio. Once we have our budget for this year, we hope to have a more robust discussion in the next month. We have prepared internal budgets to reflect various scenarios including flat line and 4% and 6% decreases.

Approval of the Financial Statements

Motion: Mary Peterson

Second: Noela Fowler

Carried: To approve the Financial Statements

### Strategic Planning Committee Update

#### Branding Update

Gaurav advised that we will be partnering with the Miami Ad School and will have a number of students who are professionals upgrading their skills who will be working on the branding project. The cost to us is about \$5,000 versus the request for proposals we sent out and the resulting quotes came in between \$40,000 and \$60,000. Gaurav pointed out that it is essential that we be very careful about using rebranding terminology and noted that the name, look and feel are all important elements to consider. The name Safehaven has been somewhat confusing as there are other organizations with similar names and/or have the word "safe" or "haven" in their name. As well the work "Project" in the name implies that this is something that has a beginning and will be finished at some point. Dave asked if there are any sponsors we could get to test it and Gaurav advised that is something we will do.

### Visioning Session

Information was sent out to all board members with the outputs from the Visioning session in July 2019. Building on the work of the visioning session, we are once again partnering with Ontario College of Arts and Design University (OCAD). There will be about 20 students focused on the idea of fostering reverse inclusion for our future build.



In addition, the OCAD students will work with SHS Consulting Group who led the visioning session to fully expand the themes from the event as well as align with the CreateTO program. There are two potential properties at Bloor and Islington and Bloor and Kipling that we may be interested in for the new build. Other sites that we are looking at for the new build are United Church excess properties and there is another potential site in Vaughan.

## **8. IT Collaboration – Enhancing Board Function**

Khalil asked the Board what they believe is lacking that would help to create a better experience for Board members; some ideas include:

- Sharepoint software would provide an opportunity to share documents
- A good exercise to go through the entire organization
- create a portal and digitizing documents
- Environmental stewardship
- Centralized Board documents
- Virtual meeting room
- Video conference calls - audio only is not as engaging
- Skype would be difficult to institute in a room like the community meeting room

The communications platform called Microsoft Teams can be set up quickly and will allow all Board members to browse through all documents posted by everyone. Will allow for Board members to be connecting electronically and allow very dynamic discussions with shared documents. Persistent business chat is similar to Facebook and Board members can talk with each other whenever they want and allows members to actively participate and leave feedback and ask questions. It will also allow new Board members to have immediate access to Board history. This program is free and available to everyone and Khalil sees this as a good first step to using IT to enhance Board function. Khalil will send training information and an invitation to all Board members.

## **9. Fall Retreat**

A suggestion was made to use Microsoft Teams to get some dates and topics from Board members for the Fall Board Retreat. A suggestion was made that communication could be a topic for Board education.

Sacha reminded everyone that we have the Illumination Event in Vaughan on October 17th and the Scotiabank Marathon on October 20. Board members were asked to either participate in the marathon, or to sponsor one or more of the houses. Sacha will email the marathon link to all Board members.

## **10. Date of Next Board Meeting: MONDAY October 7, 2019**

## **11. Adjournment**

Motion: Gaurav Singh  
Second: Sacha Kennedy



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

Carried: That the September 10, 2019 meeting was adjourned at 8:30 pm.

Recorder: Lorraine Tkadletz, Executive Administrative Assistant

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Noela Fowler, President

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Connie Lombardi, Secretary