

**Shoreham Village Senior Citizens Association  
Board of Directors Meeting  
January 10, 2017  
2:00 pm**

**Present:** Sue Neilson, Janet Simm, John Frizzle, Patsy Brown, Nancy Guest, Liz Finney and Nancy Timbrell-Muckle.  
**Regrets:** Reinhard Jerabek

**1. Call to Order**

The Chair called the meeting to order at 2:03 pm

**2. Approval of Agenda**

Patsy Brown added to the Agenda under "Business Arising" some positive acknowledgement that Shoreham Village received in an obituary of one of our residents that recently passed.

***Patsy Brown approved and seconded by Liz Finney. Motion Carried.***

**3. Approval of Minutes – November 22, 2016**

It was noted that Janet Simm was the Recording Secretary for the last meeting minutes as Tammy Leopold was absent.

***Patsy Brown and John Frizzle moved approval of the November 22, 2016 minutes. Motion Carried.***

**4. Business Arising**

Patsy Brown informed the Board of an obituary for one of Shoreham Village's residents that recently passed. The obituary included some positive recognition for the care received at Shoreham, and two staff members were recognized for going above and beyond. It was mentioned that it is nice to hear positive feedback in the community and it was felt that these staff members should be recognized with a high five.

**5. Chair's Report**

The Chair noted that the following policies were revised as per previous discussions.

5.1.1 Bylaws: Articles 43, 47

The position of Treasurer and Secretary has been removed from the Bylaws.

***Motion made by Nancy Timbrell-Muckle to approve in principle the changes to the Bylaws. Final approval will be made at the Annual General Meeting. Seconded by Patsy Brown. Motion Carried.***

5.1.2 EE-8: Communication and Support to the Board

Important areas of this policy have been moved to Expectations of the CEO. Sections 2.2.10 and 2.2.13 of this policy were moved to Expectations of the CEO. Preparation and custody of minutes of members meetings and Board of Directors meetings; and custody of the Seal are now the responsibility of the CEO.

***Motion made by Liz Finney to approve policy EE-8: Communication and Support to the Board, with the noted revisions. Seconded by Patsy Brown. Motion Carried.***

### 5.1.3 GP 4.3: Governance Committee

A decision was made previously by the Board to governance their own performance; as a result policy GP 4.3: Governance Committee has been removed from Board Policies.

***Motion made by Patsy Brown to accept the removal of policy GP 4.3: Governance Committee. Seconded by Nancy Timbrell-Muckle. Motion Carried.***

### 5.1.4 GP 4.2: Finance Committee

A decision was made previously by the Board to make the Board a Committee of the Whole; as a result policy GP 4.2: Finance Committee has been removed from Board Policies.

***Motion made by Nancy Timbrell-Muckle to accept the removal of policy GP 4.2: Finance Committee. Seconded by John Frizzle. Motion Carried.***

### 5.1.5 GP 4.5: Risk Committee

- At the last meeting we reviewed a draft risk policy from Northwood.
- It was determined that some responsibilities under this policy fell under CEO expectations more than the Board's responsibility; as a result a new Policy EE-13 was created.
- It was noted that the policy is in line with accreditation standards.

***Motion was made by Patsy Brown to approve policy GP 4.5: Risk Committee with the noted revisions and new policy EE-13. Seconded by Liz Finney. Motion Carried.***

### 5.1.6 Unannounced DHW Visit Report

The CEO and Chair both receives communication from the Department of Health and Wellness. Any Board member that would like a copy of the unannounced Department of Health and Wellness Visit Report, can request from the CEO.

### 5.1.7 Continuing Care Information Release: Risk Mitigation

Department of Health and Wellness has a new Risk Mitigation policy. Any Board member that would like a copy of the Risk Mitigation policy, can request from the CEO.

### 5.1.8 Meeting with the Minister of Health

- The Chair and CEO met with the Minister of Health on November 30<sup>th</sup> to discuss the possible renovation or replacement of Shoreham Village. A letter was sent to the Minister on December 1<sup>st</sup> thanking him for taking the time to meet with us and offering any additional information that may be required.
- The Chair gave her reflection on how the meeting went. It was felt that the Minister was very well briefed but not engaged in the meeting. He didn't seem prepared for discussion or willing to provide comments. His suggestion was that we submit a Request for Proposal. It was felt that we didn't have any reason to submit a Request for Proposal and that he was using this suggestion as an opportunity for us to come up with our own funding. The government has a Continuing Care Strategy and their focus is directed more towards Home Care than it is towards long term care.
- One of the Minister's officials did note that they were pleased with the direction that Shoreham was going and the decision that was made to partner with Northwood.
- MJ MacDonald has taken Ruby Knowles position within the Continuing Care Branch Team.
- The new Deputy has been named. The CEO received an email introducing the new Deputy but was unable to find the email during the meeting. The CEO will give the Deputy sometime to adjust to her new role and then will introduce herself.
- The Board has placed a deadline on how long we will wait for the government to make a decision, before we will inform the community of our struggles with government. If we don't have a resolution before the

March Board meeting then we will go to the Premier with the issue. Hopefully by then there will be some indicators from the CEO's communication with the new Deputy and maybe she could offer some suggestions for proposal. A lot of preliminary work has already been done.

#### 5.1.8.1 Follow up communication with Bryan Darrel

- The CEO has been contacting Bryan Darrel frequently looking for updates on the meeting with the Minister. She emailed him three times and recently received a response. He was unsure what meeting was being referred to and didn't have any record of the meeting that had taken place.

#### 5.1.8.2 Discussion with Denise Petterson-Rafuse

The CEO noted that she has had discussions with Denise Petterson-Rafuse and that she is willing to help us in any way possible. We will wait for Government's response, but if we need public advocacy we will contact Denise. It's helpful to have support from political figures.

#### 5.1.8.3 Next Steps

We will wait no later than March or April to hear a response from Government. If no response is received then we will take our concerns to the Premier. If the Premier is unwilling to help, then we will inform the public of our struggles with government. This issue was discussed at Strategic Planning and a plan is already in place.

## 6. **Finance Report**

### 6.1.1 Financial Statements to the end of November (Attachment)

- Reinhard was unable to attend due to a conflict with the revised Board meeting date. The CEO presented the Financial Statements.
- There was a small deficit for the month of December. YTD we are still in a surplus position. This is our first deficit since the partnership with Northwood began.
- New boilers had to be purchased and Emergency Funding has been submitted. The full amount won't be reimbursed by the Department of Health and Wellness. A temporary boiler was purchased and will be sold for \$5,000.
- Accumulated deficit – This is from many years of deficits.
- Year-to-date there is a significant surplus. \$84,000 as of yearend. Staffing shortages have contributed to this surplus. It's good to see a surplus but we don't want to have staffing shortages. Dietary/Environmental/Facility continue to be the three areas of challenge.
- We are unsure if we will have a surplus at year end, or what the exact amount of the surplus will be; but the CEO asked the Board what they would like to do with any surplus remaining at year end. We could use the money to pay towards our accumulated debt or we could use the money to purchase equipment that is in need of replacement. Josie Ryan and her team have been developing a list of equipment that needs replacement. The exact cost of the equipment hasn't been determined. Equipment would need to be purchased in this fiscal year.

It was determined by the Board that any surplus should be spend on improving resident's care. The CEO indicated that we are in the process of getting quotes and by the end of January we should be in the position to comfortably forecast the surplus and a decision will be made by the Board on what equipment to purchase. The Chair is away in January but she is available to communicate electronically with the Board. The CEO will send out an email with the forecasted surplus when we have the January YTD financial statements and the Board will make a decision. The Board can vote electronically or call an emergency Board meeting.

## 7. CEO Report on current Strategic Directions (Attachment)

- Employee remittance has been done.
- We have started cleaning at the Our Health Centre as per the contract agreement. There has been some challenges surrounding this contract; however, we are working through the issues. The Our Health Centre is new so they are working through some of their own challenges.
- We are in the second phase of Leadershift
- A formal Return to Work program has been implemented. We have three employees in this program. One just returned to work, another will return shortly and another will return by the end of January. This has been a high priority issue over the past few years. Next meeting we will have 3<sup>rd</sup> quarter results.
- The Point Click Care Database has been created. Weekly meetings for the Point Click Care team starts on Tuesday. Point Click Care will resolve many of the concerns expressed by the Department of Health and Wellness.
- There continues to be some issues with payroll. We are working through these issues.
- Tub still hasn't arrived. It was supposed to be installed in November. We were told that it is in Canada and we will wait for it to be delivered.
- Shoreham is closed due to influenza outbreak. We had our last case back on January 8<sup>th</sup>. If we have no more cases then we will open on Monday.
- We have met with Lawtons a number of times regarding medication management. Point Click Care doesn't have medication Management but EMAR does. Lawtons will be working with us to set up EMAR. The Point Click Care system and the EMAR system do not communicate with each other.
- Immunizations are up but still not great. Our rate is much lower than Northwoods. It is hard to track external vaccinations and volunteers aren't expected to report their vaccinations. We would like to be at least 50% immunization for staff.
- We are fully staffed. We have hired two new CCAs and are reviewing a number of applications.
- There are less than 10 staff that need to participate in the Gentle Persuasion Approach. There is one more session to complete.
- We hoped to have the shelving put in the Shoreham Store before the holidays. Lawtons has donated shelving and will be setting up the store, so we have to wait until they are able to come.
- An emergency fan out exercise occurred on December 4<sup>th</sup>. The results were great. The Chair expressed that the Board would like to take part in future emergency fan out exercises. They use to do it in the past and feel it is important for the Board to participate. The CEO will contact the Chair and the Chair will contact the Vice-Chair and so forth.

***Motion made by Nancy Timbrell-Muckle to approve and seconded by Patsy Brown. Motion Carried.***

## 8. Monitoring Executive Expectations

8.1.1 EE-4: Financial Condition

8.1.2 EE-11: Information Management - We are using Northwood's policy as a guideline. Privacy is a very complex issue.

8.1.3 EE-12: Partnerships

***John Frizzle moved approval and seconded by Liz Finney. Motion Carried.***

## 9. Items for Discussion/Decision/Review

9.1.1 Board of Directors Policy EE-9: Emergency Executive Succession

The Chair reviewed the Board minutes. No indication of non-compliance so no need for revisions.

9.1.2 Board of Directors Policy GP-1: Role of the Board

The Chair reviewed the Board minutes. All revisions have already been done. Consistent with By-Laws. No revisions.

**Motion made by Patsy Brown to accept Policy EE-9: Emergency Executive Succession and Policy GP-1: Role of the Board. Seconded by John Frizzle. Motion Carried.**

9.1.3 Strategic Planning: Board Retreat Report – Discussion/Decision (Attached)

9.1.3.1 Strategic Planning: Board Retreat follow up

The Strategic Planning: Board Retreat Report is a draft of the Strategic Planning Session. We will present it to staff/residents/families for their feedback. It will then come to the Board for final approval.

9.1.3.2 Vision, Mission, Values

Our Values: *Integrity – Being honest, ethical, respectful, open and transparent*  
*Quality – Ensuring a high quality, safe and caring environment within our resources*  
*Teamwork – Embracing diversity and fostering innovation and creativity through teamwork, collaboration and partnerships*  
*Joy and Fun – Creating a comfortable, enjoyable environment where residents and their families are focus and staff and volunteers are recognized and valued.*

***The Board felt that the current values are still accurate.***

Our Mission: *To provide a high quality living experience for those who call Shoreham home.*

***The Board felt that the current Mission Statement was still accurate.***

Our Vision – *A leader in excellence and innovation in Long Term Care*

***Some discussions ensued. The Board was uncertain whether the current Vision Statement was an accurate reflection on Shoreham. It needs to be a vision of where we want to be and where we want to go.***

9.1.3.3 Strategic Directions/Priorities for 2017/2020

Two Strategic Directions/Priorities determined was the facility renewal and accreditation. Some discussions concluded. The Strategic Directions/Priorities is a living document and can be changed as needed.

9.1.3.4 Plan for stakeholder input

9.1.4 Shoreham Logo (Nancy Guest)

The Board has the option to recreate the current logo or develop a brand new logo. The Board agreed that the current logo needs refreshing. Nancy Guest presented the Board with a drawing of an idea for a new Logo for Shoreham. She used an old spool bed from her garden as inspiration. This could be a great sign for the garden

Liz Finney mentioned that she developed a logo for the Shoreham Foundation, which was a slight re-creation of our current logo. Simplicity is the direction many organization are taking. Discussion will continue.

## **10. Monitoring**

### 10.1.1 Board of Directors Policy GP-5 Board Meeting Process

#### ***The Chair finds the Board to be non-compliant.***

Section 2.2.1 “A proposed agenda for each Board meeting shall be prepared jointly by the Chair and the CEO and will be distributed to Directors with a call for additional items 2 weeks prior to the meeting”

Section 2.2.2 “The final agenda and supporting documents shall be distributed to Directors 1 week prior to the meeting”

The Board anonymously agreed that the agenda did not need to be reviewed by members prior to meetings. The Board is given the opportunity to add items to the agenda under the “Additions to Agenda” section of the agenda. It was also anonymously agreed that Board meeting material could be sent out to members within 5 calendar days prior to meetings.

***Motion to approve revisions to Policy GP-5 Board Meeting Process by Patsy Brown and seconded by Nancy Timbrell-Muckle. Motion Carried.***

11. **Next Meeting:** March 28, 2017

12. **Adjournment:** Meeting adjourned at 5:30pm