

**Shoreham Village
Board of Directors Meeting – Minutes
September 20, 2023**

Present (via Teams) Joseph Green, Andrew Snyder, Brian Webb, Alison Kelland, Colleen Richardson, Janet Simm, Jennifer Tucker, and Reinhard Jerabek

Present (in person) Elizabeth Finney, Charlie Teal, and Tammy Conrad

1. Welcome and Introductions

- The meeting was called to order at 4:03 pm

2. Approval of Agenda

Motion to approve agenda as circulated. Alison Kelland moved and seconded by Colleen Richardson. Motion Carried.

3. Approval of Minutes – June 21, 2023 (attached)

Motion to approve the June 21, 2023 minutes as circulated. Liz Finney moved and seconded by Charlie Teal. Motion Carried.

4. Board Education Planning

4.1 Provincial Board Governance Training Initiative Update

- Survey was circulated to the Board for completion and has been submitted to KPMG. Once they have compiled the results, they will reach out to us with suggestions on how they would tailor training for the Board.
- KPMG has reached out to NW to schedule a session with the Board for the end of November, so it will probably be after November before a session will be scheduled for Shoreham.

4.2 Future: Responsive Behavior – challenges, trends, and strategies to support resident quality of life

- The Board would find it helpful to gain a better understanding of the types of resident behaviours and best practices involved in reducing the behaviours.

5. Business Arising

5.1 Formal Partnership Evaluation with Dalhousie University

- The CEO reached out to Dalhousie University. They were apologetic for the delay and expressed interest in moving forward with the partnership evaluation. Further details will be provided.

5.2 Fundraising

- The Chair received an email from the General Manager at the Chester Golf Club. They are tentatively holding a date for 2024 for the SV Golf Tournament. The dates they have available are June 6th and 20th 2024.
- The need for fundraising at SV is great. The Board will need to explore ways to continue fundraising for SV, where the Foundation is winding down.
- The Chair will reach out to Janet Creaser, Foundation Chair; and Sue Newhook, SV Golf Tournament Event Coordinator, to find out if anyone is interested in supporting the Board with fundraising for SV.
- The fundraising group would be a sub committee of the Board. Board members are not expected to join the sub committee for fundraising but are welcome to contribute.
- The Chair will be the liaison between the Board and the sub committee.

5.3 Next Phase of the Garden Project

- The SV team is looking at what projects can be completed around the pond. They are careful to select projects that will not be destroyed during the new facility construction. Further discussion will happen in February.
- There may be a future request for the Board to consider further financially supporting the Garden Project, as has been done in the past.

5.4 Board Planning Cycle Update

- The CEO will update the Board Planning Cycle to include any additional items as discussed.

5.5 Board Governance Training Resource

- Previously discussed.

6. New Business

Nil

7. Chairs Report

7.1 Next Family Council Meeting – Attendance – Date TBD

- Alison attended the last Family Council Meeting
- Water was one of the main issues discussed. The CEO will address the concerns raised by families.
- Good interaction with families and good discussions
- The next meeting date is TBD.

7.2 Provincial Board Orientation Initiative: Board survey follow up

There were a number of items that stood out to the Chair while completing the Provincial Board Evaluation.

7.2.1 Whistle Blower Policy

The Chair is not aware of a Whistle Blower Policy associated with the Board.

There is usually some form of protection for a whistle blower. If a policy was developed, then protection would need to be considered.

Quality Committee Team– The Board does not have a Quality Committee Team. There are many ways to bring information forward, but no actual committee. For example, SV has a comment box. Comments can be made anonymously, or the person can identify themselves.

The Chair is wondering if there is standard in the industry, and if the Board should consider implementing a Quality Committee Team.

7.2.2 Succession Planning

-CEO

-Board

- Board renewal conversations have taken place, but not much planning has occurred.
- Liz is the Vice-Chair, and she has made the Board aware that she is not able to take over the Chair position when it become vacant.

- The CEO is part of the SV/NW agreement. The agreement is with NW, not directly with the CEO. This needs to be kept in mind.

7.2.3 Diversity

- Need to be thinking about the Board's composition.
Diversity on the Board is important, but we need to be intentful when planning. We need to make sure that the directors are being selected because of the skills they can offer to the Board, not just for Diversity purposes.

The Chair mentioned that the Board will need to start thinking about the above items, as the day will come when those items need to be addressed.

The Board will need to consider ways to actively engage the community when moving forward with the new facility development. We need to also reach those that are not directly involved with SV. It was suggested that the Chester Farmers Market may be a good venue to consider.

The CEO confirmed that no Development Agreement would need to be obtained before sharing the new facility design. With the land swap agreement, and where both properties are already zoned, the Development Agreement would not be necessary.
It would be nice to have Syd attend the public consultation to present the design.

The CEO will speak to Janet Creaser to find out if there is anything that the Foundation would like to include in the public consultation. This may be a good opportunity to notify the community that the Palliative Care Funds will be used for a Family Room in the new facility design.

Resident, staff, and family consultations of the new facility design were previously done.

The land swap agreement will need to be finalized before we can move forward with a public consultation.

Formal invites should also be considered, in addition to the general public invite.

8. Monitoring Performance

8.1 Accreditation

October 3rd from 2:30 to 3:30 there will be a Chapter1: Governance Session with Accreditation Canada. The meeting will be an online and in person format.

8.1.1 Mock Survey Debrief

- As a way of assessing performance measures, a measuring tool was developed to help evaluate the SV/NW contract.
Those performance indicators are included in the Board Reference Manual and are included in the planning cycle each spring.

A good portion of the indicators are included in the scorecard, but a plan will need to be in place to gather additional information in order to evaluate some of the indicators.

8.1.2 Document/Cheat Sheet (attachment)

- The CEO had created a “cheat sheet” to assist the Board during the session.

The CEO will review to ensure that all items are included in the appropriate documents. A detailed review will be done at the November meeting.

8.2 Board Evaluation

- Board members highlighted and discussed the following areas from the evaluation:
 - ***The Board Chair role was scored lower than expected*** – This is because the Chair did not rate himself in this category.
 - **CEO's ability to seek out opportunities scored low**
 - **Board Orientation scored low**
 - **Board being heard during meetings and meeting timing** – The Chair noted that this is the reason that he has asked the CEO, Jennifer, and Reinhard to only provide highlights from their reports (CEO Report, Scorecard, and Financial Statements).

The CEO noted that we have received formal written approval from KPMG to use the Board Evaluation tool.

This evaluation will be a good tool to help address those areas that scored lower.

8.3 Review of Performance Measures

Previously discussed.

8.4 Management Contract – Performance Review

- This will be added to the November agenda.

9. Finance Report

9.1 Financial Statements to July 31, 2023 (Attachment)

- Cash is down significantly since last year.
- The RBC mortgage on the land for the land swap was released.
- A small surplus for commercial services.
- Staff incentive payments went through in July, which has created significant variances in the numbers. Things will balance out more with the August Statements. Revenue has increased considerably as a result. Reinhard noted that when reviewing the statements, it would be best to look at individual months instead of YTD, until this balances out.
- There is a favorable variance in the expense section for Resident Care. However, in Contractor Services we are way over budget with a \$21,000 deficit. This is a result of staffing vacancies being supplemented with agency staff.
- Government has extended the travel nurse funding until March 31st, 2024.

9.2 The Department of Seniors and Long-Term Care Budget

- Reinhard is keeping a good watch on the protected and unprotected envelopes.
- Reinhard will be meeting with Baker Tilly tomorrow to find out if there are any costs associated with tracking protected and unprotected envelopes as requested by the Department of Seniors and Long Term Care.
- No structure or guidance has been provided by the DSLTC on how the envelopes are supposed to be recorded.
- All protected and unprotected envelopes were flagged in last year's audit. Going forward, the inclusion of the protected envelope/unprotected envelop reporting in the audit report will not be an issue.
- The Chair asked Reinhard to keep the Board up to date on any progression.

9.3 Audit Services RFP

- Reinhard will be discussing potential audit fee increases with Baker Tilly. He will bring forth his recommendation at the November meeting.

10. Quality Improvement/CEO Report/Risk Report (Attachment)

10.1 Review of Q1 Scorecard

- Occupancy is holding steady. 98.39% utilization rate
- High Utilization of respite bed
- Reduction in med errors. Stabilized over the past several quarters.
- Responsive behaviours have improved. Decrease is a result of consultation with the behaviour support consultant, and care plans being updated.
- Increase in resident falls, with no fractures reported. The OT/PT team have been helping residents with their mobility. With increase mobilization, comes a risk of residents trying to do things more independently, which increases their risk for a fall. Our focus is injury prevention.
- Increase in infections. This is related to one resident that has multiple infections. The resident has a rare skin condition, which makes them more susceptible to infections.
- No facility inquired pressure injuries. Trending in the right direction.

10.2 New Building Project – Step 3 Submission revisions

- We are at Step 4. After step 5, we can start tendering.
- The land swap agreement is slowing the process, as we can not move forward until the agreement is finalized. The hold up is with the lender of the apartments land that we are looking to swap. There is a mortgage on the land.
- The CEO has reached out to the apartments to find out if there is anything we can do to assist them through the process.
- Water continues to be a top priority. We are waiting on recommendations from FracFlow technicians/consultants as we suspect there may be a leak somewhere in the well water lines.
- Family Communication Tool pilot – Direct communication is sent to families through the Point Click Care system. A few families that received the communication were worried that it may have been a scam. This was discussed at the last family meeting, and family were reassured that the messages were from Shoreham.
- Bus – The Shoreham bus has been amazingly reliable, but it is soon time to look at having the bus replaced. It is an older bus, and the air conditioner is not working. In an older vehicle it is not worth fixing the A/C due to costs.
There may be opportunity to share a bus with NW or another long-term care facility.
It was mentioned that Bonny Lea Farm is in need of a new bus. This may be an opportunity.
The bus may be a good fundraising item for in the future.
- Capital Fundraising Risk List – This was a list provided by the CEO to give the Board an idea of what type of items may need to be fundraised for in the new build. Some items can be used from our existing building, and some may be covered in the budget. This list was only given as an example.

10.3 Staff Housing

Nil

10.4 Long Service Award Ceremony

- The Long Service Award Ceremony is being held on October 19th from 6:30-8:30 pm at the Chester Basin Legion.

- There has been covid outbreak at the NW Halifax location, and within the community, so we need to be cautious when planning the event.
- Masking has been implemented at Shoreham.

10.5 Family Council Meeting

- Previously discussed.

11. Meeting Evaluation

- Good discussion
- Covered lots of material.
- Large agenda, covered in a timely manner.
- Very informative

The Chair noted that if anything should come up outside of a Board meeting, please reach out to him.

The CEO will update the “cheat sheet” for Accreditation. Anything the Board wishes to add, please reach out.

Responses at the Mock survey was great. The Chair was very impressed with the expertise of each Board member.

The CEO will review the Board Planning Cycle and add any necessary items to the “cheat sheet”.

12. Next Meeting

12.1 October 3, 2023 – Meeting with Surveyors – 2:30 to 3:30 pm

12.2 October 5, 2023 – General Surveyor Debrief – 11:30 am

12.3 October 19, 2023 – Long Service Award Ceremony – 6:30-8:30 pm at the Chester Basin Legion

12.4 November 15, 2023 – Regular Board Meeting – 4:00 pm

13. In Camera

Nil

14. Adjournment

Motion to adjourn at 5:50 pm. Andrew Snyder

***Recording Secretary,
Tammy Conrad***