

BOARD MEETING AGENDA

Date: September 23, 2021
Location: Virtual

Meeting: 5:00 p.m. – 7:00 p.m.

Board Members F. Consiglio (C) J. Butchereit (VC) M. Ma (T) P. Greenwood (DAL) L. Colman M. Westgate L. Shapiro D. Bakti A. De Jager	Video Conference: Click here to join the meeting				
	Board Members Present: F. Consiglio (C), J. Butchereit (VC), M. Ma (T), P. Greenwood (DAL), L. Colman, M. Westgate, D. Bakti, A. De Jager Guest : Patricia Kay, Michael Schlesinger Regrets: L. Shapiro Staff Present: L. Huizer, L. Lavallee, K. Chagti Recorder: K. Chagti				
Guest Patricia Kay Michael Schlesinger Staff L. Huizer K. Chagti L. Lavallee	Time	Item	Meeting Minutes	Action	Person
	5:05PM	1.	Call to Order- FC called the meeting to order at 5:05PM		FC
			1.1 Approval of Agenda – Sep 23, 2021 <ul style="list-style-type: none"> • Put forward by LC, seconded by PG, approved by all. 	For Approval	FC
			1.2 Conflict of Interest Declaration <ul style="list-style-type: none"> • No Conflict was declared 	For Approval	FC
			1.3 Approval of Minutes – June 3, 2021, Aug 24, 2021 <ul style="list-style-type: none"> • June 03, 2021- Put forward by LC, seconded by PG, approved by all • Aug 24, 2021- LC shared that meeting minutes need to be proofread and offered to proofread them for future Minutes approved by LC, seconded by JB	For Approval	FC
	5:08PM		1.4 Business Arising – Action Item: Decision on mandated full-vaccine policy		FC

		<p>On hold until a new direction comes along</p> <p>Current policy- Mandating education session on vaccines for unvaccinated staff LH confirmed that staff running the Exercise classes vaccinated are all vaccinated, however, they do not have to be First Vaccine education session happened on Sep 14, 2021 Next session happening on Sep 27, 2021</p>		
5:16PM	2.	<p>LBCG</p> <p>2.1 Organizational Design</p> <p>MH suggested one director for all programs & services with clear targets internally and externally Managers and Supervisors to implement those targets in their respective teams and handle day-to-day functions MS shared the importance of clarity and distinction between CEO and Manager roles and how they are often mixed-up for non-profit organizations</p> <p>Three Leader Model (Senior Leadership Team)</p> <ol style="list-style-type: none"> 1. Corporate Services Leader- Handling finance, IT, HR, and facilities- finding ways to increase staff efficiency 2. Programs & Services Leader - Aligned with growth, mission, and vision of the organization 3. Organizational Development & Quality Leader- Strategically working on improving processes and quality, effective program management, using data for research and better decisions <p>MS- Good organizational structure assures that correct person is held accountable for their responsibilities/work-not-completed</p> <p>Accountability Framework-</p>	Informative	PK & MS

		<ul style="list-style-type: none"> - A consistent and equitable performance management system to hold staff accountable for outcomes - Board setting clear and measurable yearly strategic objectives to hold the CEO accountable to <p>MS- Lumaticare CEO performance is based 50% on competencies and 50% on targets achieved MS suggested basing the performance evaluation on only achieving goals and not on competencies MS- Multi-Radar approach to check the competencies and overall performance of the CEO</p> <p>LH shared that Org chart was presented to the staff with 3 Leader model but with different roles as per Lumaticare requirement Lumaticare currently working towards creating a common goal for all the staff and working in the same direction</p> <p>MS added that multi-radar review of the CEO is in Lumaticare by-laws and should be more about general performance improvement of CEO and should not be based entirely on numbers</p> <p>2.2 CEO Compensation</p> <p>PK walked everyone through the complete CEO Market Analysis on Compensation Report explaining the research parts and the outcome</p> <p>PK shared that it is less typical for annual increase in CEO salary, but every few years based on the external comparative market review results</p> <p>Considerations for Lumaticare CEO compensation Policy:</p> <ul style="list-style-type: none"> - To formalize the CEO performance evaluations expectations including the 		
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			<p>- Salary range instead of single market rate of pay- target bonus should be a % of salary and defined maximum bonus for overachieving of performance</p> <p>Things to include if adding relative comparative market in CEO Compensation policy- Relative comparators must be in the same sector as well as similar organisational size, subject to funding availability</p>		
	5:56PM	3.	<p>Accreditation Review</p> <p>LL shared that speaking on ROPs (Required Operational Practices) can help with accreditation as they are non-negotiable LL walked everyone through all the ROPs mentioned in the report.</p> <p>Examples that can be shared during Accreditation showing how Lumacare has analyzed and resolved the situations Quality Analysis- Moving ADP staff to other programs when required to cover all Lumacare clients Incident & Risk Analysis- Maglock failure and how Lumacare fixed and prepared staff for any future similar situations for safety</p> <p>LH- Quality Compass is good diagram that covers all the quality aspects that Lumacare follows, and members can use that to refer to all aspects of quality management</p> <p>LL shared her concern about Lumacare Scorecard which is not very good or clear visually During last accreditation, auditor liked the scorecard summarising what the Board does and all Organizational Risks Currently looking for a suitable person who knows the design program to make a visually clear and attractive scorecard</p>		LL

			<p>LL clarified for PG that some of the documents shared with Board members need to be updated and will be shared again once completed again</p> <p>LL shared that she is happy to meet the members one on one to discuss further on Accreditations and to clarify any of the documents shared</p>		
	6:10PM	4.	<p>CEO Report-</p> <p>4.1 Action Plan</p> <ul style="list-style-type: none"> - Organizational Chart has been completed after suggestions from Michael (LBCG) - Creating SMART Goals for all the staff members as per their job descriptions - No performance reviews done for last two years - Performance appraisals happening- Oct01-Oct 31 which will be covering the period of 01Apr2021 to 30Sep202 - One SMART Goals for each position - After Accreditation, we will be implementing the 9-block- possibly November, December & early January - Looking for new HR Person to get high quality staff - LH is managing the HR department herself - Compensation- <ul style="list-style-type: none"> o Salary Grid has been updated and will be shared with EC during next meeting o Looking at the options to see the impacts of 5%, 10% raise in PSW wages and where it stands in the industry - Looking to hire a Director of Operations, Marketing Coordinator, Critical Nurse, IT Lead 		LH

			<ul style="list-style-type: none"> - Support level positions have been hired, ongoing hiring for PSWs and Care navigators <p>Action: PSW wage increment decision to be shared with board in the next Board meeting</p> <p>4.2 Operational Plan</p> <p>Deferred until next Board Meeting LH to discuss the Operational plan with FC during next EC meeting</p> <p>Action: To be shared in next Board meeting</p> <p>4.3 Organizational Chart</p> <p>LH walked the members through the updated Org chart and the modifications done Merged ALS & home support into 2 zones, divided geographically Each zone has an in-home manager with identical staffing Standardized PSW hourly wages for all programs Org chart now aligns with Northwest Ontario Health Team requirements</p> <p>Data & Application Admin, as per Michael's suggestion, would be under Director of Operations but currently it will stay under Director of Finance & IT before all the required positions are hired with required skillsets</p>		
		5.	<p>Committee Reports-</p> <p>7.1 Executive Governance Committee Update</p> <ul style="list-style-type: none"> o Executive Search 		FC

		<p>JB shared that PG was not involved in agency selection JB confirmed KCI is finding suitable CEO candidates after their research and internal interviews LC and MW have offered to help with the interviews LC asked if there will be written expectations and roles in the contract to avoid any situations and JB confirmed that yes it will all be documented FC- KCI suggested surveying the entire board and some of Lumacare staff before starting a candidate search FC confirmed that all the board members will receive the survey</p> <ul style="list-style-type: none"> ○ Board Policies- B.6 & Section D FC shared that EC members decided to defer reviewing any adjustments to policies for now due to Accreditation and the current transition going on in the organization FC- LH suggested going through all the policies slowly in every meeting so that they're not piled up to be reviewed all at the same time <p>7.2 Stewardship Committee Report Update</p> <p>JB shared briefly about Stewardship Committee meeting held on Sep 15, 2021 11% increase in fully vaccinated staff 20% staff not working because of COVID-19 Gradual re-engagement of volunteers slowly LH clarified that we are only going to have a limited number of volunteers due to COVID-19 restrictions and safety</p> <p>Risk Reports are within acceptable ranges- Two incidents reported- 16 Covid cases documented Maglock Failure due to Fire Alarm going off- Corrective Action taken already</p>		<p>JB LC</p>
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		<p>Committee Name: JB shared that during the EC meeting, members decided on keeping the name as Stewardship Committee instead of Quality Subcommittee. JB added that original rationale to change the name from Stewardship to Quality was for accreditation FC confirmed that Quality Matrix also falls under the umbrella of Stewardship Committee</p> <p>Conclusion: Quality Subcommittee changed back to Stewardship Committee</p> <p>7.3 PFAC Report Update</p> <p>LC shared that LL has been phenomenal at supporting the committee and making sure the members are aware of what is going on</p> <ul style="list-style-type: none"> - Risk Codes have not been updated as frequently in the past- - Salary for PSWs in home making is different from PSWs in personal care- salaries to be standardized for all programs, irrespective of program funding - JB added that wage increment needs to happen soon, and members agreed <p>FC asked if 1% increment rule for CEO compensation also implies to PSW wages LH clarified that CEO wage falls under high-level compensations so the same rule would not help measuring PSW wages as 1% wouldn't make any relevant change in their salaries, LH- we are currently looking at a 10% raise, at least, for our PSWs</p> <p>DB asked about risk of Unionisation LH shared that there has been no known/heard risk of unionisation, probably because it is difficult to organize the employees as there is a lot of diversity in the organization</p>		
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		6.	<p>AGM- To be held on October 21, 2021 at 5:00PM-7:00PM virtually on MS Teams AGM will be followed by a short business meeting on appointing EC members</p> <p>6.1 New Board Members FC- A few people have shown interest in joining the board FC suggested creating a nomination committee in January to start interviewing people for Board Members and asked for any objections PG added that deferring till Jan 2022 would also help involving the new CEO in selection of members No objections were raised</p> <p>6.2 Appointing EC Members Usually after AGM, a short meeting is scheduled to appoint the new EC Members FC shared that EC has decided on not making changes to EC member roles for this year and asked for any objections No objections were raised</p>		
	6:42PM	7.	<p>Adjournment</p> <ul style="list-style-type: none"> • The meeting was adjourned at 6:42 pm • In- Camera- Board has moved to an in-camera session 	For Approval	FC