

# Board Highlights



Highlights from the regular meetings of Northwood's Board of Governors

November 2014

## Board Members:

Patrick Flinn, Chair  
Peter Wilde, Vice Chair  
Louise Cloutier  
Rhonda Church  
Doug Clarke  
Sandra Hennigar  
Susan Kirkland  
Sheldon Lipkus  
Ed McHugh  
David Morrison  
David Perrier  
Michael Sherar

## Our Vision

*People living life to the fullest, flourishing in a community of belonging, dignity and choice.*

## Our Mission

*As a leader in continuing care, we build meaningful relationships with our clients everyday and make a positive difference in the communities we serve.*

## Our Core Values

*People Come First  
Everyone Plays a Part  
We Promote Social Justice  
We are All Accountable  
We can Always Do Better*

## Highlights from the Northwood Board of Governors, meeting held on Monday, November 3, 2014 at 5:00 pm in the Penthouse, Edward L. Roach Centre for Living, Halifax.

Patrick Flinn, Board Chair, welcomed members to the meeting. He encouraged members to participate in the accreditation survey and commented that the governance standards have grown in numbers and complexity over the last several years.

A decision was made last month to post a summarized version of the board minutes on the Northwood website and in Life magazine. This initiative is partly due in response to a required governance standard and is intended to enhance communication.

## Board Learning and Development: Accreditation

Janet Simm provided an overview on Board policies. A number of policies have direct linkages to accreditation standards and are broken down into four sections: Governance Process; Executive Requirements; Board CEO Linkages and ENDS policies.

Sandra Hennigar reviewed a number of examples of linkages between Governance Standards for Accreditation and Northwood's Governance Policies. She further commented that the results from the survey, including yellow and red flags, will be addressed by the Quality and Performance Committee and the Board. A process is in place to ensure Board policies are reviewed every two years or as required.

The December Board learning and development session will focus on Ethics. Members of the Ethics Committee will make a presentation and share some tools that may assist the Board in their decision making.

## CEO Report

Ms. Simm's report focused on the progress being made on Northwood's five strategic directions. She noted the significant progress in the direct service hour rate for Homecare where costs are decreasing while volumes are increasing. She also highlighted initiatives such as Reboom's increased presence at Ivany Place in Bedford; ongoing accreditation planning; and new partnership opportunities for our Personal Emergency Response Service.

A one year agreement was recently signed with Shoreham Village, a not-for-profit facility in Chester. This partnership entails provision of support in a number of areas. Staff are currently focusing on Clinical Care Processes and HR Processes. Support will be provided without any additional Northwood resources. This will generate revenue for the Northwood and will position us to be a leader in the

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development of a new model for long term care facility operations.

Work continues on development of a Retirement Living strategy that identifies Northwood's target audience and market potential.

Josie Ryan provided an overview of the launch of a space planning initiative and the window replacement project at the Northwood at Harbour site.

Northwood provided feedback on a final report to the Bloomfield Core Team. There will be a recommendation that Northwood be invited to join the Core Team. Benefits to Northwood include the development of an intergenerational program, delivery of community programs, supportive needs, housing, etc.

Ms. Simm concluded her report with providing an overview on the recruitment initiative. She commented that improving Homecare's responsiveness had been identified as a top priority. This has allowed Northwood to contribute to essentially eradicating the wait list for home support services in this district. There continues to be an increasing demand for CCA certified staff. We are also seeing a growing number of vacancies in the In Care Living program. Work continues on addressing vacancies and developing initiatives to ensure we have adequate staff in the future.

## **BOARD ADVISORY COMMITTEES**

### **Quality and Performance Committee**

Sandra Hennigar informed members that the Quality and Performance Committee met on October 15th. Short and long terms plans for the quality program were reviewed. A quality binder has been created and will be brought to an upcoming board meeting for the review of members. Teams are diligently working on developing a framework and quality indicators.

Proposed changes to the Risk and Sentinel Events reports were discussed and approved. This will assist in improved reporting and identification of trends.

Work continues on accreditation preparedness. The Accreditation Survey is confirmed from Monday, February 23rd to Wednesday, February 25th, 2015.

### **Executive Committee**

Patrick Flinn reported that the Executive Committee met on October 15. A decision was made to defer discussions on a Research Advisory Committee. Members will be kept informed on progress.

Janet Simm has been asked to provide a letter outlining processes that will be put in place in the case of a sudden loss of CEO Services. This will satisfy Executive Requirements Policy – Emergency Succession Planning #2.10.

### **H.R. Committee**

The H.R. Committee met on October 20th. David Perrier noted that one board member has declared her intention to step down in June 2015. The H.R. Committee has one less board member than last year. Board

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members were encouraged to contact Mr. Perrier if they are interested in joining this board committee.

A peer review process and a draft role description were reviewed by Members and will be further developed at the next meeting.

David Perrier asked for feedback on the draft annual Board of Governor survey that will inform recruitment activities and also assist with succession planning for the Chair and Vice Chair. The document was approved and will now be circulated to all Board members.

## **Finance and Audit Committee**

Peter Wilde reported the Committee met on October 23rd. He informed members that overall we are in a good financial position.

Mr. Wilde reviewed discussions at the Finance and Audit Committee regarding the out dated scheduling system. The Board approved a recommendation from the Finance and Audit Committee to purchase the Kronos scheduling system. The Kronos system would automate a number of processes and interface with our payroll system. It will also produce efficiencies and enhance our tracking ability .

Based on a recommendation from the Committee, the Board approved the development of an Internal Staffing agency within Northwood Support Services Incorporated. Reinhard Jerabek confirmed that this initiative is fairly low risk and no new staff will be initially hired.

## **Foundation Board**

The Foundation Board met on October 3rd. Peter Wilde provided an overview of moneys raised from the Walk of Ages; the October 17th Café Grand Opening at Ivany Place; the Senior of Year nomination for 2015; and an overview of foundation restructuring.

The Foundation Board received a copy of a Board Code of Conduct policy and signed letters regarding any conflict of interest.

## **BOARD RETREAT**

Results from the governance survey will be shared with Dion Mouland in advance of the November 28th session in order to assist him with conducting a mock accreditation survey.

## **NEXT MEETING**

Monday, December 1, 2014 at 5:00 pm