

# Board Highlights



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

January 2015

## 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, January 5, 2015 at 5:00 pm in the Penthouse, Edward L. Roach Centre for Living, Halifax.**

## Board Learning and Development: Communications/Branding

Patrick Flinn, Board Chair, welcomed John Verlinden, Corporate Director, Communications/Community Engagement. John provided an overview of the Corporate Communication Plan, its relationship to the organization's Strategic Plan and its requirement under Accreditation.

One of the key elements of the plan is the Branding component; an initiative of the Board. John reviewed current challenges and spoke about key objectives and approaches being considered. An update on progress will be provided in February.

## Call to Order:

Patrick Flinn called the meeting to order at 5:50 and welcomed members to the first meeting of 2015.

## CEO Report

Janet Simm provided an update on progress on our Strategic Directions. She noted under **Program Growth (Stabilization) Strategic Direction**, that we have received notification that a consultant has been hired by the Department of Health and Wellness to look at an RFP process for home support services for the Province. A report, with recommendations, will be received by the Minister no later than Spring 2015 with, potentially, an RFP issued shortly after. Northwood will ensure there is appropriate communication with the consultant to ensure they are kept aware of our complex organization.

Bad debt continues to be an issue in our In Care Living program and will be added to our advocacy agenda.

Under the **Housing Strategy Strategic Direction**, members reviewed the SBAR (Situation, Background, Assessment and Recommendation) document that identified key goals of the Housing Strategy. The following values were reviewed and accepted by the Board:

1. We want to build for the future
2. We want to have a spectrum of affordable offerings along the continuum
3. We will not compete with the for profit industry as that is not what we do
4. We want to help make the full continuum of services accessible to lower income earners
5. Northwood will not strive to compete with industry, however our goal in our overall offering is to stimulate a profit to support investment in other charitable activities.

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Information on a community needs assessment will be presented at the next meeting and a generative discussion will be held to further define the target population.

## **BOARD ADVISORY COMMITTEES**

### **Quality and Performance Committee**

Sandra Hennigar reported that the Committee met on December 17th. Sandra referred members to the Strategic Planning 2014 to 2019: From Strategy to Action Corporate Scorecard and Quality Report (December 2014). The report includes quarterly indicator reports and a number of indicator fact sheets. A new indicator being tracked is Administrative Service Expenses as a Percentage of Total Expenses. Members were encouraged to review the report carefully. Future reports would highlight what the data means and include comments on a correction plan if necessary.

A pre-circulated document on an ethical framework including the need for a Board Ethics Policy was reviewed. Members felt the information from the Ethics Collaborations Team at the Dalhousie University Department of Bioethics was thorough. Janet Simm agreed to use this information to develop a draft Ethics policy.

A Quality Specialist has been hired and has started in her position.

### **Executive Committee**

Patrick Flinn reported that the Executive Committee did not meet in December. The Board Chair did meet with Senior Staff to identify key accomplishments since the last accreditation survey.

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

The H.R. Committee met on December 8th. David Perrier provided an overview of the discussions held. Draft position descriptions for the Chair, Vice Chair and Committee Chairs remain a work in progress.

Staff will be contacting Dion Mouland for further information on a software program that may assist with a Board peer review process. A copy of the various questions to be included in the peer review process will be reviewed at the next Board meeting.

Two candidates have expressed interest in serving on the Board and their resumes have been received. Resumes will be reviewed by the H. R. Committee at their January 19th meeting.

### **Finance and Audit Committee**

Doug Clarke reported the Committee met on December 18th. He informed members that overall we are in a good financial position.

On a go forward basis, the Finance and Audit Committee will change how they will review statements. On a cyclical basis, Finance and Audit will review the various statements on a quarterly basis or more often by exception.

Finance and Audit Members also reviewed the documents relating to Home Support Mitigation. They congratulated staff on the excellent job they have done and continue to do with the changes to home support.

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## **Foundation Board**

The Foundation Board met on December 12th. Louise Cloutier indicated that there was nothing to report. The Committee continues to focus on recruiting new members.

## **BOARD RETREAT**

The Retreat was divided into two sessions – Friday night featured a mock accreditation survey. Saturday, members listened to presentations from speakers and held discussions on a board advocacy led by Josie Ryan and Michele Lowe who provided an overview of current issues. Updates will be provided at future meetings as part of an ongoing discussion on the Board Advocacy Framework.

Janet Simm reported that the Board is scheduled to meet with an accreditation surveyor on Monday, February 23rd, 2015.

## **OTHER**

Ed McHugh informed members that he is resigning as a member of the Board due to his teaching commitments. The Chair thanked him for his service and members wished him well.

## **NEXT MEETING**

Monday, February 2, 2014 at 5:00 pm