

BOARD MEETING AGENDA

IN-PERSON Thursday November 21, 2013 – 9:30 am – 12 Noon *

***Let us know if you will be staying for lunch!**

BCCPA Boardroom 301 – 1338 W Broadway, Vancouver BC

VISION

The BC Care Providers Association delivers effective leadership and valued resources that support progressive change, promoting the growth and success of its members who provide the best possible care services for seniors.

Action Required: A=Approval I=Information D=discussion

Notes	ITEM #	TOPIC	PRESENTER	TIME	* Action required	Strategic Goal
AGENDA/ MINUTES						
	1.1	Approval of Consent Agenda Proposed Motion: Be it resolved that the consent agenda be approved in its entirety.	D Cheperdak	5 min	A	
(attachment)	a	October 17, 2013 minutes as circulated.	↓	↓	↓	
(attachment)	b	October Motions as circulated to Board members by email.				
(attachment)	1.2	Membership Review Committee • Proposed Motion: Be it resolved that the new members be accepted as received.	↓	↓	↓	
	1.3	Approval of Agenda • Proposed Motion: Be it resolved that the agenda be approved in its entirety.	D Cheperdak	2 min	A	
STANDING REPORTS						
	2.1	Financial Report	A Van Ryk	5 min	I	1.4
(attachment)	a	Financial Statements	A Van Ryk	↓		n/a
(attachment)	2.2	CEO Report	D Fontaine	30 min	I	n/a
NEW BUSINESS						
	3.1	Board Vacancy (Vancouver Island)	D Fontaine	5 min	A	6.1
(attachment)	3.2	Future Meeting Dates Proposed Motion: Be it resolved that the meeting dates be approved as circulated.	D Fontaine	5 min	A	n/a
CONTINUING BUSINESS						
(attachment)	4.1	Governance Task Group	D Cheperdak	25 min	I	6.1
(attachment)	a	Recommendations & Update Proposed Motion: Be it resolved that the recommendations from the Governance Task Group be approved as circulated.	D Cheperdak	↓	A	6.1
(attachment)	b	Association Policy Review i. Proposed Motion: Be it resolved that the Election of Executive Policy (first adopted Sept 2003) be approved as circulated. ii. Proposed Motion: Be it resolved that the Nominating Committee Policy (first adopted Nov 2003) be revised as circulated. iii. Proposed Motion: Be it resolved that the At Large Director Policy first adopted July 2006) be discontinued.	D Cheperdak	↓	A	6.1

Notes	ITEM #	TOPIC	PRESENTER	TIME	* Action required	Strategic Goal
(attachment)	4.2	Best Practice Guide – Partnership with OLTC	D Fontaine	5 min	I	1.3 + 1.5 2.1 + 3.5
(attachment)	4.3	HEABC Negotiating Mandate Position	D Fontaine	20 min	D	1.3 + 2.3 4.1 + 5.1
	4.4	BC Care Provider Day – Delegation	D Fontaine	10 min	I	1.3 + 2.3 4.3
(attachment)	4.5	BC Budget Submission Proposed Motion: Be it resolved that the submission be approved as circulated.	D Fontaine	5 min	A	1.3 + 1.5 2.3 + 3.2
	4.6	Association Partnerships Update (BCSLA + DHA)	D Cheperdak	5 min	D	4.1
BOARD COMMITTEE REPORTS						
(attachment)	5.6	Annual Conference Update	I Mackenzie	5 min	I	1.3 + 4.2
	5.7	Standardized Contract Working Committee	L Monrad	5 min	I	2.3 + 3.5
	5.9	SafeCare BC Update				
(attachment)	a	Implementation Working Committee	S Emmons	10 min	I	3.1
(attachment)	b	Hiring Committee Update	L Dutton	5 min	I	1.1 + 1.4 1.5 + 3.1
(attachment)	5.10	Awards Committee				
UPCOMING EVENTS						
	6.1	Christmas Open-House – Thurs Dec 5, 2013		5 min	I	
	6.2	Care to Chat Series #2 – Jan 22 2014			I	
	5.3	Victoria BCCPA Day – Feb 19 2014			I	
	6.4	Care to Chat Series #3 – Mar 12 2014 (tbc)			I	
	6.5	BCCPA Annual Conference – May 25-27 2014			I	
	6.6	CALTC Conference – Aug 24, 25, 26 2014 (Hosted by BC)			I	
ADJOURNMENT						
	7.1	The next meeting is scheduled for January 16, 2014 (conference call)			A	
BOARD OF DIRECTORS DEBRIEF – 5 MIN						
LUNCH 12:00-12:30						

Correspondence:

- Ltr to VCHA re RFP Oct 25 2013
- Emails w VCHA re RPF
- Terms of Reference – Care Aide Registry Committee

STANDING COMMITTEES

Governance Task Group – Chair D Cheperdak, S Emmons, E Price, I Mackenzie

Annual 2014 Conference Committee: Isobel Mackenzie (Vice-Chair), Michael Aikins, Hendrik Van Ryk (Chair)

Human Resource Committee: Dave Cheperdak (Chair)

Membership Review Committee: All Board members

Finance & Audit Committee: Andre Van Ryk (Chair)

AD HOC COMMITTEES

SafeCare BC – Hiring Committee (Aly Devji, Liz Dutton, Daniel Fontaine – chair yet to be determined)

Awards Committee: Al Jina, Donna Morassco

EXTERNAL COMMITTEES

Ministry of Health – Standardized Contract Working Committee: Liz Monrad

HEABC Affiliate Committee: Aly Devji + Daniel Fontaine

BCCPA Board of Directors Meeting
October 17, 2013 – 9:30 am
BCCPA Boardroom

Present: In person: Bob Attfield, Azim Jamal, Mary McDougall, Aly Devji, Elizabeth Dutton, Sue Emmons, Al Jina, Ron Pike

Phone: David Cheperdak, Andre Van Ryk

Staff: Daniel Fontaine, Heather Campbell

Regrets: Elaine Price, Will McKay, Donna Marasco, Isobel MacKenzie, Liz Monrad

1.0 Agenda/Minutes

A Quorum was established and the meeting was called to order by the Past President, Mary McDougall.

Motion: Be it resolved that the consent agenda be approved in its entirety.

Moved by Al, Seconded by Liz D – carried unanimously

Motion: Be it resolved that the agenda be approved in its entirety.

Moved by Sue, Seconded by Liz D – carried unanimously

2.1 Financial Report

Andre reviewed the financial statements and revised budget. He identified the three areas of cost recovery from SafeCareBC: rent; shared staff; and overhead charge back rate at 15% of SafeCareBC's budget. There was discussion of whether "charge back rate" is accurate. "Administration fee" might be more accurate. This was set aside for further discussion. Board okay with \$97,000 invoice to SafeCareBC.

It was suggested that the financials identify which organization a particular expense relates to (BCCPA or SafeCareBC), so if SafeCareBC "unplugs" from us, we would know which expenses we would incur. As of October 1, 2013, SafeCareBC will have its own set of books.

Communication costs should be identified as backfill costs.

(Azim arrived – 10:12 am)

We need a budget for October 1, 2013, so amend the motion.

Motion: Be it resolved that the 2013/14 budget be amended/approved as circulated, and the board approves the recommended approach to cost recovery as proposed and review as required within the next three months.

Moved by Dave, Seconded by Sue – carried unanimously

2.3 Governance Task Group Update

a) Association Policy Review

Motion: Be it resolved that the Financial Monitoring and Due Diligence policy first adopted in May 2004 be revised as circulated.

Moved by Andre, Seconded by Sue – carried unanimously

b) Membership Review Committee

Motion: Be it resolved that all current board of directors be appointed to serve on the Membership Review Committee.

Moved by Dave, Seconded by Ron – carried unanimously

2.4 CEO Report

Daniel provided the CEO Report.

(Andre left call – 10:27 am)

Daniel continued with the CEO Report.

2.5 SafeCare BC Update – *in camera* with Howegroup

Proposed motion: Be it resolved that a SafeCareBC Implementation Working Group be established and that the Terms of Reference be approved.

This was deferred until later in the meeting.

2.6 Negotiating Mandate Presentation – with Mark Slobin

Mark encouraged members to serve on a bargaining committee to represent affiliate interests.

Mark identified the consultation themes. Comments provided to Mark included:

- Lessons learned from contracted out sites
- MPP increase – how did that happen? Who is accountable?
- #s don't show the whole picture of the marketplace
- Transparency would be favoured (e.g., cooperative gains example)
- Funding doesn't meet the expectation

- Funding should be available the day the collective agreement goes into effect

Mark said he'll continue the discussion regarding collective agreement commitments and the funding that flows. There are some options that might be worth pursuing.

Mark asked what are the current collective agreement barriers to achieving your vision of healthcare delivery?

- LPNs – some sites would've wanted mandatory vote

ACTION ITEM: BCCPA will consult with members and submit formal response by end of October (the deadline given by Mark).

LUNCH

Mary and Azim left. Quorum was lost.

2.7 Core Review – Member Engagement Strategy with Michael Izen

Michael discussed his strategy for the Core Review project.

2.8 Awards

It was suggested that four awards is too many. It was debated whether the Innovation and Volunteer awards should be dropped. The Volunteer award will be excluded this year (2014), and then re-visit it for next year (2015).

There will be an email vote on the motions:

Be it resolved that the BCCPA establish three new awards which it will grant to recipients on an annual basis starting in 2014.

Be it further resolved that the terms of reference for the Awards Nomination Committee be approved as circulated.

ACTION ITEM: Next week, Daniel will circulate the two motions for an email vote, and he will seek interest from the board to sit on the Awards Nomination Committee.

2.10 Annual Conference Committee Update

Daniel advised that Isobel is now chair. The committee is meeting again next week.

2.11 HBT

Dave advised that HBT wants to enter a collaborative agreement with us. They want a much higher level of engagement with us.

It was noted that it's not possible for the BCCPA to engage with HBT because of so many unknowns.

It will be brought back for discussion when we have quorum.

ACTION ITEM: Daniel will ask HBT for clarification on what they are looking for, and then board will determine if it wants to engage with them, and then we'll communicate that decision clearly to them.

BCCPA won't set up a working group on this yet.

It was discussed whether we should engage with other insurance providers as well.

3.1 **FLUE to Catch Campaign**

Daniel explained the new FLUE campaign. The idea was very well received.

Other

SafeCareBC Terms of Reference

ACTION ITEM: - Daniel will circulate the motion by email for a vote:

Be it resolved that a SafeCareBC Implementation Working Group be established and that the Terms of Reference be approved.

We will invite DHA representative Jeanette Thompson and perhaps Stephen Symon.

BC Housing Letter (rent base)

This falls within BCSLA's scope.

5.1 **Meeting Ended**

The meeting was "discontinued" at 1:45 pm.

Minutes approved by:

Signature

Daniel Fontaine, CEO

Director Signature

Director (Print Name)

Motions passed by email following Oct Meeting:

1.0 Proposed Motion: BCCPA Awards

Be it resolved that the BCCPA establish three new awards which it will grant to recipients on an annual basis starting in 2014 (see attached)

Be it further resolved that the terms of reference for the Awards Nomination Committee be approved as circulated (see attached)

2.0 Proposed Motion: SafeCare BC Implementation Working Group

Be it resolved that a SafeCare BC Implementation Working Group be established and that the Terms of Reference (see attached) be approved

SafeCare BC Implementation Working Group Terms of Reference

Mandate & Purpose of the Working Group

The SafeCare BC Implementation Working Group will provide operational direction for the first six months SafeCare BC being in operation. The purpose is to support the BCCPA CEO and project managers during the organizational startup phase, prior to the SafeCare BC founding meeting in May 2014. The SafeCare BC Implementation Working Group will oversee the implementation of the Plan for Action and provide advice and direction on initiatives prior to reporting to the BCCPA Board, the interim Board for SafeCare BC.

Chair and Membership

The SafeCare BC Implementation Working Group will be chaired by the BCCPA CEO and will be comprised of a core group of 5-6 individuals, with representation of BCCPA Board and non-Board members. Membership includes:

- Daniel Fontaine, CEO, BCCPA
- BCCPA Board Director
- BCCPA Board Director
- Jeannette Thompson, Denominational Health Authority
- Stephen Symon, WorkSafe BC

To carry out their mandate, the SafeCare BC Implementation Working Group will invite experts to meetings where respective topics are being discussed. Decisions of the SafeCare BC Implementation Working Group will be made by consensus and approved by the BCCPA Board where required. The majority of the members will constitute a quorum.

The Howegroup will act as the Secretariat for the SafeCare BC Implementation Working Group and the SafeCare BC Implementation Working Group will be accountable to the BCCPA Board.

Duties, Functions & Responsibilities

The SafeCare BC Implementation Working Group will be advising SafeCare BC on how best to implement the various deliverables outlined in the Plan for Action, being managed and executed by the Howegroup, leading up to the SafeCare BC founding meeting in May 2014. The BCCPA CEO and Howegroup will utilize the SafeCare BC Implementation Working Group as subject matter experts, soliciting advice and direction regarding how best to acquire advice, options and recommendations from the field as they relate to implementation. Recommendations and options will be brought to the SafeCare BC Implementation Working Group for discussion and consensus.

Specifically, the SafeCare BC Implementation Working Group will:

- Guide and oversee the operational direction of SafeCare BC's initial existence as BC's new safety association for Long Term Care, including the:
 - Development of the Constitution and Bylaws
 - Development and execution of a communications strategy
 - Development and execution of an organizational framework
 - Assessment of employee health and safety training needs.
- Guide the implementation of deliverables in the Plan for Action that will support SafeCare BC in achieving its objectives.
- Represent the voice of industry in dialogue and decision-making.

Meetings and Time Commitments

The SafeCare BC Implementation Working Group will begin meeting in November 2013, meeting monthly for the first three meetings and by-monthly thereafter until the SafeCare BC founding meeting in May 2014. A draft meeting schedule is as follows:

Meeting	Date
Meeting #1	November x, 2013
Meeting #2	December x, 2013
Meeting #3	January x, 2014
Meeting #4	March x, 2014
Meeting #5	May x, 2014

- Meeting agendas will be prepared and circulated 3-5 days prior to the meeting and actions will be circulated 3-5 days after the meeting.
- Meetings will be one hour in duration and may be held by teleconference, or in person as required.
- SafeCare BC Implementation Working Group members may be required to read documents in advance of and in between meetings to provide advice and direction. Total time commitment per month is anticipated to be 2-3 hours.

**November 2014 - Membership Review Committee
Membership Applications**

Residential Care:

Menno Place

Abbotsford, BC
Karen L Baillie, CEO
(347 beds)

Morgan Place

Surrey, BC
Tracey Pawluk
(108 beds)

Home Support:

Five Start Senior Services

Burnaby BC
Ernest Quansah, President
(Private Pay)

Commercial:

Conduit Coaching

Burnaby, BC
Mary Ellen Sanajko

Wazuku Advisory Group Inc

Vancouver, BC
Stephen Kukucha

ITEM 2.1.a.

Financial Statement Summary

Oct 2013

	Revenue	Expense	Balance
Association	\$ 47,647.19	\$ 56,564.28	\$ (8,917.09)
Conference	\$ -	\$ -	\$ -
Assn Totals	\$ 47,647.19	\$ 56,564.28	\$ (8,917.09)
BC Cares Project	\$ -	\$ -	\$ -
LR Project	\$ -	\$ -	\$ -
Anti-Psychotic Project	\$ -	\$ -	\$ -
SafeCare BC	\$ -	\$ 22,954.90	\$ (22,954.90)
			\$ (31,871.99)

Year to Date April - Oct 2013

	Revenue	Expense	Balance
Association	\$ 324,783.90	\$ 311,408.80	\$ 13,375.10
Conference	\$ 253,609.24	\$ 148,223.89	\$ 105,385.35
Assn Totals	\$ 578,393.14	\$ 459,632.69	\$ 118,760.45
BC Cares Project	\$ 69,290.73	\$ 49,408.07	\$ 19,882.66
Grants (Labour Relations)	\$ -	\$ -	\$ -
Aniti-Psychotic Project	\$ 8,445.00	\$ 9,411.20	\$ (966.20)
SafeCare BC	\$ -	\$ 22,954.90	\$ (22,954.90)
			\$ 114,722.01

**BC CARE PROVIDERS ASSN
Comparative Balance Sheet**

	<u>As at Oct 31, 2013</u>	<u>As at Mar 31, 2013</u>
ASSET		
Bank - General	209,806.73	50,245.47
Term Deposits	200,000.00	250,000.00
A/R Membership Dues	44,626.20	0.00
A/R - Benefits	0.00	0.00
A/R - Interest	185.75	336.58
A/R - GST	0.00	0.00
A/R Other	0.00	9,961.47
Payroll Advances	0.00	0.00
Prepaid - Other	6,314.02	26,334.30
Prepaid - Intergenerational Project	0.00	0.00
Furniture	68,896.05	67,725.65
Acc Depreciation - Furniture	(56,880.74)	(56,880.74)
Equipment	52,037.38	52,037.38
Acc Depreciation - Equipment	(48,406.28)	(48,406.28)
Computer	20,367.55	17,420.90
Acc Depreciation - Computer	(9,874.46)	(9,874.46)
Leasehold Improvements	0.00	0.00
Acc Depreciation - Leasehold Improv	0.00	0.00
TOTAL ASSET	487,072.20	358,900.27
LIABILITY		
Accounts Payable	0.00	0.00
GST Payable	334.25	0.00
Total Receiver General Payable	(0.15)	(0.15)
WCB Payable	121.39	24.22
Total RRSP Payable	0.00	0.00
MSP Payable	(133.00)	(386.50)
Life Ins. & Ext. Health Payable	0.00	0.00
Additional Life Insurance	(50.00)	0.00
Accrued Other	(1,913.66)	21,599.59
Unearned Conference Registration	0.00	116,260.00
Unearned Membership Dues (Prepaid)	6,091.16	22,505.52
Unearned Revenue	2,500.00	4,045.00
Unearned Revenue - Community Svcs	0.00	0.00
Unearned Revenue - Social Services	0.00	0.00
Unearned Revenue - Residential Care	144,796.63	0.00
Unearned Revenue - Private Hospital	0.00	0.00
Unearned Revenue - CLPCC	5,667.84	0.00
Unearned Revenue - CHCA (Agencies)	8,537.50	0.00
Unearned Revenue - Commercial	19,990.64	0.00
Unearned Revenue - Associate	0.00	0.00
Unearned Revenue - HEABC LR Project	0.00	0.00
Unearned Revenue - BC Cares Project	0.00	0.00
Unearned Revenue - WCB Project	0.00	8,445.00
TOTAL LIABILITY	185,942.60	172,492.68
EQUITY		
Members Equity	64,385.61	21,071.14
Prior Year Equity (Capital Asset)	22,021.98	22,021.98
Support & Development Fund	100,000.00	100,000.00
Current Earnings	114,722.01	43,314.47
TOTAL EQUITY	301,129.60	186,407.59
LIABILITIES AND EQUITY	487,072.20	358,900.27

BC CARE PROVIDERS ASSN
Comparative Income Statement

	Actual Oct 01, 2013 to Oct 31, 2013	Budget Oct 01, 2013 to Oct 31, 2013	Difference
REVENUE			
Association Income (Revenue)			
Membership Dues - Residential Care	28,959.32	27,666.66	1,292.66
Membership Dues - CLPCC	1,133.56	916.66	216.90
Membership Dues - CHCA (Agencies)	1,707.50	1,250.00	457.50
Membership Dues - Commercial	3,998.12	3,500.00	498.12
Membership Dues - Associate	0.00	0.00	0.00
Assn Workshops - Education Sessions	5,060.00	166.66	4,893.34
Assn Workshops -Care to Chat Series	6,625.00	0.00	6,625.00
Assn Workshops - Delegate Day	0.00	0.00	0.00
Assn Publications/Merchandise	0.00	0.00	0.00
Assn Newsletter/Advertising	0.00	1,500.00	(1,500.00)
Interest	163.69	166.66	(2.97)
Grants from Government Agencies	0.00	0.00	0.00
Other Income	0.00	0.00	0.00
Financial Database Project	0.00	0.00	0.00
Conference	0.00	0.00	0.00
Unrestricted Net Assets	0.00	1,958.33	(1,958.33)
Restricted Funds - LR Project	0.00	0.00	0.00
GST Rebate	0.00	0.00	0.00
Total Association Revenue	47,647.19	37,124.97	10,522.22
Income - Other Projects			
BC Cares Project	0.00	0.00	0.00
Labour Relations Project	0.00	0.00	0.00
WCB Anti-Psychotic Project	0.00	0.00	0.00
SafeCare BC	0.00	0.00	0.00
Total - Income Other Projects	0.00	0.00	0.00
TOTAL REVENUE	47,647.19	37,124.97	10,522.22
EXPENSE			
Expenses - Association			
Total Payroll Expenses	24,966.58	23,749.98	1,216.60
Travel/Staff Expenses	2,536.37	1,250.00	1,286.37
Cttee Exp - Advocacy/Govt Relations	0.00	0.00	0.00
Cttee Exp - Labour Relations	0.00	0.00	0.00
Cttee Exp -Other	0.00	0.00	0.00
Project - Finanaical Database	0.00	0.00	0.00
Board Expenses	1,247.59	666.66	580.93
Office Expenses	1,557.72	1,166.66	391.06
Printing	145.60	166.66	(21.06)
Furniture	0.00	0.00	0.00
IT Services-Computers	3,323.25	0.00	3,323.25
Manuals/Books	0.00	0.00	0.00
Education/Training	446.25	41.66	404.59
Workshop Exp - Education Sessions	8,898.14	0.00	8,898.14
Workshop Exp - Care to Chat Series	3,700.00	0.00	3,700.00
Workshop Exp - Delegate Day	0.00	0.00	0.00
Professional Fees/Contract Projects	1,968.75	666.66	1,302.09
Research Consultants/Students	0.00	2,291.66	(2,291.66)
Membership Fees	0.00	125.00	(125.00)
Communications/PR/Marketing	(61.17)	1,666.66	(1,727.83)
Website	0.00	1,000.00	(1,000.00)
Other Expenses	0.00	83.33	(83.33)
Rent	4,879.57	5,000.00	(120.43)
Insurance	1,818.00	333.33	1,484.67
Postage & Courier	486.88	375.00	111.88
Audit & Accounting	0.00	666.66	(666.66)
Legal Expenses	0.00	0.00	0.00
Telephone	472.35	750.00	(277.65)
Newsletter	0.00	666.66	(666.66)

BC CARE PROVIDERS ASSN
Comparative Income Statement

	Actual Oct 01, 2013 to Oct 31, 2013	Budget Oct 01, 2013 to Oct 31, 2013	Difference
Expenses - Association (cont'd)			
Bank Charges	2.00	41.66	(39.66)
VISA Fees - Sales	176.40	83.33	93.07
Depreciation Expense	0.00	83.33	(83.33)
GST Input Credit	0.00	0.00	0.00
Loss on disposal of capital assets	0.00	0.00	0.00
Total - Association	56,564.28	40,874.90	15,689.38
Expenses - Anti-Psychotic Project			
Consultants	0.00	0.00	0.00
Total - WCB Anti-Psychotic Project	0.00	0.00	0.00
Expenses - SafeCare BC			
Consultants	21,697.20	0.00	21,697.20
Recruitment/Human Resources	1,131.70	0.00	1,131.70
Communications	0.00	0.00	0.00
Web/IT	126.00	0.00	126.00
Total - SafeCare BC	22,954.90	0.00	22,954.90
Expenses - BC Cares			
Printing	0.00	0.00	0.00
Advertising	0.00	0.00	0.00
Consultants	0.00	0.00	0.00
Supplies/Office Exp	0.00	0.00	0.00
Travel	0.00	0.00	0.00
Projects	0.00	0.00	0.00
Web Page	0.00	0.00	0.00
Chairperson Expenses	0.00	0.00	0.00
Committee Expenses	0.00	0.00	0.00
Other	0.00	0.00	0.00
Total - BC Cares	0.00	0.00	0.00
Total - LR Project	0.00	0.00	0.00
Expenses - Conference			
Salaries & Benefits	0.00	0.00	0.00
Travel	0.00	0.00	0.00
Committee Expenses (Conference)	0.00	0.00	0.00
Office Expenses	0.00	0.00	0.00
Printing	0.00	0.00	0.00
Graphic Design	0.00	0.00	0.00
GST Input Credit	0.00	0.00	0.00
Refunds	0.00	0.00	0.00
Supplies	0.00	0.00	0.00
Hotel Costs	0.00	0.00	0.00
Speakers	0.00	0.00	0.00
Entertainment	0.00	0.00	0.00
Displays	0.00	0.00	0.00
Golf & Other Events	0.00	0.00	0.00
Audio Visual	0.00	0.00	0.00
Meals	0.00	0.00	0.00
Contract Services	0.00	0.00	0.00
Other	0.00	0.00	0.00
VISA Fees - Conference	0.00	0.00	0.00
Total - Conference	0.00	0.00	0.00
TOTAL EXPENSE	79,519.18	40,874.90	38,644.28
NET INCOME	(31,871.99)	(3,749.93)	(28,122.06)

BC CARE PROVIDERS ASSN
Comparative Income Statement

	Actual Apr 01, 2013 to Oct 31, 2013	Budget Apr 01, 2013 to Oct 31, 2013	Difference
REVENUE			
Association Income (Revenue)			
Membership Dues - Residential Care	200,715.28	193,666.62	7,048.66
Membership Dues - CLPCC	7,934.94	6,416.62	1,518.32
Membership Dues - CHCA (Agencies)	11,952.50	8,750.00	3,202.50
Membership Dues - Commercial	28,064.36	24,500.00	3,564.36
Membership Dues - Associate	0.00	0.00	0.00
Assn Workshops - Education Sessions	14,925.00	1,166.62	13,758.38
Assn Workshops -Care to Chat Series	40,001.00	0.00	40,001.00
Assn Workshops - Delegate Day	0.00	0.00	0.00
Assn Publications/Merchandise	0.00	0.00	0.00
Assn Newsletter/Advertising	9,890.00	10,500.00	(610.00)
Interest	800.82	1,166.62	(365.80)
Grants from Government Agencies	0.00	0.00	0.00
Other Income	10,500.00	0.00	10,500.00
Financial Database Project	0.00	0.00	0.00
Conference	253,609.24	228,250.00	25,359.24
Unrestricted Net Assets	0.00	13,708.31	(13,708.31)
Restricted Funds - LR Project	0.00	0.00	0.00
GST Rebate	0.00	0.00	0.00
Total Association Revenue	578,393.14	488,124.79	90,268.35
Income - Other Projects			
BC Cares Project	69,290.73	0.00	69,290.73
Labour Relations Project	0.00	0.00	0.00
WCB Anti-Psychotic Project	8,445.00	0.00	8,445.00
SafeCare BC	0.00	0.00	0.00
Total - Income Other Projects	77,735.73	0.00	77,735.73
TOTAL REVENUE	656,128.87	488,124.79	168,004.08
EXPENSE			
Expenses - Association			
Total Payroll Expenses	174,094.47	166,249.86	7,844.61
Travel/Staff Expenses	10,944.82	8,750.00	2,194.82
Cttee Exp - Advocacy/Govt Relations	0.00	0.00	0.00
Cttee Exp - Labour Relations	0.00	0.00	0.00
Cttee Exp -Other	0.00	0.00	0.00
Project - Finanaical Database	0.00	0.00	0.00
Board Expenses	10,431.03	4,666.62	5,764.41
Office Expenses	6,064.30	8,166.62	(2,102.32)
Printing	1,452.05	1,166.62	285.43
Furniture	0.00	0.00	0.00
IT Services-Computers	10,666.82	0.00	10,666.82
Manuals/Books	0.00	0.00	0.00
Education/Training	2,730.20	291.62	2,438.58
Workshop Exp - Education Sessions	9,098.14	0.00	9,098.14
Workshop Exp - Care to Chat Series	5,400.00	0.00	5,400.00
Workshop Exp - Delegate Day	0.00	0.00	0.00
Professional Fees/Contract Projects	27,140.13	4,666.62	22,473.51
Research Consultants/Students	0.00	16,041.62	(16,041.62)
Membership Fees	416.00	875.00	(459.00)
Communications/PR/Marketing	3,300.83	11,666.62	(8,365.79)
Website	3,648.75	7,000.00	(3,351.25)
Other Expenses	0.00	583.31	(583.31)
Rent	34,172.74	35,000.00	(827.26)
Insurance	3,578.00	2,333.31	1,244.69
Postage & Courier	935.56	2,625.00	(1,689.44)
Audit & Accounting	551.25	4,666.62	(4,115.37)
Legal Expenses	0.00	0.00	0.00
Telephone	2,971.54	5,250.00	(2,278.46)
Newsletter	3,067.10	4,666.62	(1,599.52)

BC CARE PROVIDERS ASSN
Comparative Income Statement

	Actual Apr 01, 2013 to Oct 31, 2013	Budget Apr 01, 2013 to Oct 31, 2013	Difference
Expenses - Association (cont'd)			
Bank Charges	17.08	291.62	(274.54)
VISA Fees - Sales	727.99	583.31	144.68
Depreciation Expense	0.00	583.31	(583.31)
GST Input Credit	0.00	0.00	0.00
Loss on disposal of capital assets	0.00	0.00	0.00
Total - Association	311,408.80	286,124.30	25,284.50
Expenses - Anti-Psychotic Project			
Consultants	9,411.20	0.00	9,411.20
Total - WCB Anti-Psychotic Project	9,411.20	0.00	9,411.20
Expenses - SafeCare BC			
Consultants	21,697.20	0.00	21,697.20
Recruitment/Human Resources	1,131.70	0.00	1,131.70
Communications	0.00	0.00	0.00
Web/IT	126.00	0.00	126.00
Total - SafeCare BC	22,954.90	0.00	22,954.90
Expenses - BC Cares			
Printing	0.00	0.00	0.00
Advertising	0.00	0.00	0.00
Consultants	44,757.16	0.00	44,757.16
Supplies/Office Exp	423.41	0.00	423.41
Travel	0.00	0.00	0.00
Projects	2,000.00	0.00	2,000.00
Web Page	0.00	0.00	0.00
Chairperson Expenses	2,227.50	0.00	2,227.50
Committee Expenses	0.00	0.00	0.00
Other	0.00	0.00	0.00
Total - BC Cares	49,408.07	0.00	49,408.07
Total - LR Project	0.00	0.00	0.00
Expenses - Conference			
Salaries & Benefits	6,623.76	6,000.00	623.76
Travel	0.00	0.00	0.00
Committee Expenses (Conference)	476.18	1,000.00	(523.82)
Office Expenses	429.97	500.00	(70.03)
Printing	3,034.63	3,500.00	(465.37)
Graphic Design	0.00	500.00	(500.00)
GST Input Credit	0.00	0.00	0.00
Refunds	0.00	0.00	0.00
Supplies	697.75	500.00	197.75
Hotel Costs	9,213.90	5,000.00	4,213.90
Speakers	20,984.43	22,000.00	(1,015.57)
Entertainment	1,193.52	6,000.00	(4,806.48)
Displays	6,548.40	6,000.00	548.40
Golf & Other Events	7,613.94	0.00	7,613.94
Audio Visual	9,171.60	12,000.00	(2,828.40)
Meals	66,074.38	86,250.00	(20,175.62)
Contract Services	11,792.00	13,000.00	(1,208.00)
Other	0.00	500.00	(500.00)
VISA Fees - Conference	4,369.43	5,500.00	(1,130.57)
Total - Conference	148,223.89	168,250.00	(20,026.11)
TOTAL EXPENSE	541,406.86	454,374.30	87,032.56
NET INCOME	114,722.01	33,750.49	80,971.52



**BC CARE PROVIDERS
ASSOCIATION**

CEO Report

November 2013



Minister's Lunch – Final #s



- 320+ in attendance
- Net proceeds for BCCPA were \$3,500
- Opportunity to expand sponsorship next year.
- Commitment to hold 2nd Annual event in Fall 2014



Care to Chat – Inaugural Event

- Over 140 attendees (target 100)
- 70% members – 30% non-members
- Streamline future operations through automated registration system – CVENT
- 6 MLAs in attendance
- Colin Hansen, former Health Minister
- Good cross mix of stakeholders
- Lessons learned
- Jill Krop, Global TV – next moderator?



Human Resources

- **Keivan Hirji started as our new Communications and Events Coordinator**
 - 50% funded by BCCPA/50% SafeCare BC
 - Website content, feature stories, CEO Report, BC Care Day + Care to Chat
- **Rebecca Livernois now working as intern on the Core Review project.**
 - Interim report due next month. Final report in March 2014.

Office Infrastructure

- Now migrated successfully to the cloud
- New (and cheaper) VOIP phones operational
- Removing/selling old furniture + creating new work stations
- 26 months left on current lease
- Offsite capability



BC Care Provider Day – Feb 19th

- Legislature resumes Feb 10 (t)
- BC Care Day takes place Wed, Feb 19th, 2014
- Inviting MLAs, political staff + MoH
- Up to 3 teams throughout day
 - Board, care aides, family, commercial
- Dinner, Awards + Networking
- RFP for sponsorship issued
- Initial “Mark you calendar” sent



BCCPA Awards

- Awards approved by Board in Sept
- Aly Devji + Donna Marasco volunteered to sit on Committee
- First meeting held Nov 13
 - Criteria approved to judge the nominations (see board package)
- Deadline is Dec 31st
- Committee to review early Jan
- Board to approve by Jan 16, 2014
- Budget up to \$750 to fund front-line care provider to attend in Victoria
 - Funded through anticipated sponsorships
- Ask Premier to give out 1st award



Christmas Open House



- Thursday, December 5th – 4-7 pm
- Special recognition event for our sponsors, donors.
- Important to have large board presence
- All MLAs invited as well as key stakeholders
- Xmas cards also being sent to 250 key contacts in media/government

Minister Terry Lake

- **Meeting request awaiting response**
 - Would like to meet before end of year to discuss budget submission, core review + key issues
- **Several informal encounters over the last two months at various events**
- **Political staff relatively engaged**
 - FLUE campaign
- **Find opportunities through social media**



Fraser Health Authority Review

- Minister announced review of FHA
- Report expected to be made public by May 2014
- Determining what stakeholder involvement there will be in review
- Wheelchair fees, overcrowded Surrey Memorial + ballooning budgets at centre of review



F.L.U.E. Campaign

- **Very good interest from membership for initial campaign.**
- **Media pickup relatively light, but due to lack of flu breakouts in care homes.**
 - If it bleeds, it leads.
 - Likelihood F.L.U.E. will get mentioned during peak of flu season.
- **Cost effective**
 - <3K for stickers and PR support

Social Media Update

- **Twitter followers 335 followers**
 - Less than 75 in April
 - Over 735 tweets
- **Facebook has 49 likes**
 - In April we were at 0
- **LinkedIn Group has 90 members**
 - In April we were at 0
- **Website traffic**
 - 6087 page views in October
 - 3179 page views in February





Other...

- **Nov 27th will be at Elim Village to become Care Aide for a Day**
 - Will write a post about my experience
- **Concern regarding management of RFP**
- **Video Project – Meeting with Christine Massey**
- **Chargeable Extras Survey – radio silence**
- **BC Care Aide Registry – Sienna Consulting**

View from Victoria

- **NDP in open warfare**
 - Convention opens wounds
 - Nathan Cullen bows out
- **Legislature reconvenes in February**
 - Lack of Fall sitting may delay appointment
- **Meeting planned with MoH Chief of Staff**
- **Lobbyist Registry Changes Planned**
- **Libs restart fundraising campaign**
 - BCCPA member activity



Emerging Champions

- **A number of MLAs have expressed interest in our issues from both sides of the House**
 - Leonard Krog, Michelle Stilwell, Jane Thornthwaite, Richard Lee, Katrine Conroy, Linda Reid etc..
- **Will work with these MLAs and others to coordinate a series of MLA breakfasts in Feb-April 2014**
- **Care to Chat an excellent platform for discussion**



BOARD OF DIRECTORS

Meeting Dates 2013/2014

Meeting Times: 9:30 am - 2:00 pm

In-Person Meeting Location: BCCPA Office Boardroom
1338 West Broadway, Vancouver, BC

Third Thursday of the month

2013	December	19	No meeting
2014	January	16	In-Person
2014	February	20	No Meeting
2014	March	20	Conference call
2014	April	17	In-Person
2014	May	15	No Meeting
2014	May	28	AGM/Conference

Below meetings are tentative subject to new BOD approval:

2014	June	19	Conference call
2014	July	17	No Meeting
2014	August	21	No Meeting
2014	September	18	In-Person
2014	October	16	No Meeting
2014	November	20	Conference call
2014	December	18	No Meeting



Governance Review Task Group
Action Plan 2013 (@Nov 2013)

Item	Action	Prime	Start by	Complete by	Governance Task Group Recommendations	Status	Status Code
CONSTITUTION AND BYLAWS							
1.0 Constitution	Revise	BCCPA Staff	October	February 2014 to Board May 2014 to Members (AGM)			
2.0 Bylaws	Revise Must ensure any changes comply with Society Act	BCCPA Staff	October	February 2014 to Board May 2014 to Members (AGM)	<p>2.1 Recommendation: Rewrite bylaws and draft a policy with Board matrix of skills, for Task Group's consideration in September. (by-law change)</p> <p>12.2 Recommendation: Include potential for commercial member representative for Board's discussion. (by-law change)</p> <p>2.3 Recommendation: Eliminate At Large Director Appointment policy (can only be accomplished after amending by-laws)</p> <p>2.4 Recommendation: Association Dues policy needs to be updated. Defer this until fee structure review is done and recommendations made. (see bylaw 2.9 re: "subscription and annual fee") (some update can happen now)</p>	Work is underway on 1.1, 1.2, 1.3 and will be discussed at Nov 21 Board meeting. Item 1.4 has yet to get started.	
POLICIES							

Current BCCPA Policies							
3.0 Board and Committee Travel	Revise	BCCPA Staff	August	September	3.1 Recommendation: CEO to develop new policies regarding board and staff travel authorizations and limits on expense claims.	Complete	
4.0 Association Dues	Revise	BCCPA Staff	Defer until fee structure review is done and recommendations made.	Spring 2014	4.1 Recommendation: This policy needs to be updated. Defer this until fee structure review is done and recommendations made.	Work has yet to begin and should start early in 2014.	
5.0 At Large Director Appointments	Eliminate	BCCPA Staff	August	February 2014 to Board May 2014 to Members (AGM)	5.1 Recommendation: Eliminate this policy	Coming to the Board on Nov 21 st for discussion.	
6.0 Attendance at Board Meetings	Revise	BCCPA Staff	August	September	6.1 Recommendation: BCCPA staff will draft a new policy that leaves the onus of remaining on the board with individual directors. The policy will result in directors being automatically removed from the board after three consecutive unexcused absences. The board must cast a vote to reinstate you as a director if you have been removed from this position.	Complete	
7.0 Board Meeting Procedures	Revise Formally adopt Robert's Rules of Order	BCCPA Staff	August	September	7.1 Recommendation: Put proposed motion(s) in the agenda. 7.2 Recommendation: At the end of Board meetings, regularly schedule in camera debrief with only Board members present (if necessary). 7.3 Recommendation: Chair and CEO have 'touch point' so there are no surprises for the CEO or the Board. The Board's in camera session at end of Board meetings will help identify any issues.	Complete	

8.0 Election of Executive	Revise policy & bylaw	BCCPA Staff	August	February 2014 to Board May 2014 to Members (AGM)	8.1 Recommendation: Current executive comprised of Pres, VP, Treasurer and Past Pres. Once <i>Strategic Plan</i> finalized and new committees established, we can then determine if we want to continue with current makeup of executive.	Will be coming to the Board for discussion on Nov 21 st .	
9.0 Financial Monitoring and Due Diligence	Revise	BCCPA Staff and Andre	July	November	9.1 Recommendation: Re-name this policy to "Signing Authority" Recommendation: Establish a <i>Finance and Audit Committee</i> , consistent with bylaws, with its own Terms of Reference (TOR).	Complete	
10.0 Financial Policy and Procedures	Revise	BCCPA Staff and Andre	July	November	10.1 Recommendation: Eliminate repetition re: signing authority (see above). Provide more clarity re: CEO / Board financial responsibility. Seek to eliminate or simplify. 10.2 Recommendation: Establish a Finance and Audit Committee, consistent with bylaws, with its own Terms of Reference (TOR).	Complete	
11.0 Nominating Committee	Revise (see also new policy re: Establishing Committees)	BCCPA Staff	August	September	11.1 Recommendation: CEO to draft policy for Task Group's consideration that would allow for <i>Nominating Committee</i> to make recommendations regarding appointments to external committees such as HEABC.	To be discussed at November 21 st Board meeting.	
12.0 Political Networking	Eliminate	BCCPA Staff	August	September	12.1 Recommendation: Eliminate this policy as no longer required	Complete	
New Policies (for consideration)							
13.0 Investment Policy	Create	BCCPA Staff and Andre	July	November	13.1 Recommendation: Board establish separate Investment Policy	Has been referred to the Finance and Audit Committee for discussion	

14.0 Establishing Committees	Create (see also current policy re: Nominating Committee)	BCCPA Staff	August	December	14.1 Recommendation: CEO to develop a policy regarding the framework for the board to establish or wind down committees and/or working groups.	To be discussed at the November 21 st Board meeting.	
15.0 Risk Management	Create	BCCPA Staff	Defer until Strategic Plan in place	Fall/Winter	15.1 Recommendation: CEO to bring risk management issue up in June 2014 meeting.	CEO will raise in June 2014	
16.0 Communications	Create	BCCPA Staff	July	September	16.1 Recommendation: Develop an external communications policy regarding who is the official spokesperson for the Association.	Complete	
17.0 CEO Performance Review	Create	BCCPA Staff	August	September	<p>17.1 Recommendation: The Association moves toward a best practices model where its relationship with the CEO is set out by the strategic plan and performance plan, where the Board can assess performance and Board directs CEO through the Chair.</p> <p>i. CEO performance review policy (and compensation policy)</p> <p>1. CEO Performance Plan (based on strategic plan)</p> <p>Key objectives CEO wants to accomplish. Tied to operational plan.</p> <p>Recommendation: Annual CEO performance review based on job description and performance plan that is based on the operational plan. The review begins in June and concludes on or before September Board meeting.</p>	Performance measurement tool to be approved at Nov 21 st Board meeting.	

					<i>Note: this year's review to be based on the building blocks to get to the operational plan, as it will have only been in place a few months.</i>		
18.0 Succession Planning	See current policy re: Election of Executive	BCCPA Staff	August	February 2014 to Board May 2014 to Members (AGM)	<p>18.1 Recommendation: Rewrite bylaws and draft a policy with Board matrix of skills, for Task Group's consideration in September.</p> <p>18.2 Recommendation: Use a formal succession process (i.e., what are the criteria to be a member of the Board – e.g., bylaw 6.1 requires one year on Board). Nominating committee will be responsible for succession policy.</p>	To be reviewed at Nov 21 st Board meeting. Recommendations have been approved by Governance Working Group.	
19.0 Human Resources	Create	BCCPA Staff	August	December	<p>19.1 Recommendation: CEO to develop new policies to cover issues such as sick leave, annual leave, conflicts of interest etc...to be approved by the board.</p>	Work has yet to begin and will likely not be completed until early 2014.	
20.0 Board Governance and Operations	Create	BCCPA Staff	October	February 2014	<p>20.1 Recommendation: Conduct a comprehensive review of the strategic plan at least every three to four years. The CEO provides a progress report to the Board once per year during the last two weeks of June. The Board will then discuss if there are any further issues that require work.</p> <p>20.2 Recommendation: Minimum six in-person meetings per year and one conference meeting to appoint officers (seven meetings total). The meetings shall take place on the 3rd Thursday of the month.</p> <p>20.3 Recommendation: Use a formal succession process (i.e., what are the criteria to be a member of the Board – e.g., bylaw 6.1 requires one year on Board).</p>	<p>Many of these recommendations have been forwarded, or will be forwarded to Board for discussion by Nov 21st.</p> <p>There remains some work left regarding the establishment of meeting dates for 2014.</p> <p>Recommendations 20.4, 20.6, 20.8, 20.9 are either complete or have significant progress.</p>	

				<p>20.4 Recommendation: Include potential for commercial member representative for Board’s discussion.</p> <p>20.5 Recommendation: Formal Board orientation manual to be implemented in 2014/15.</p> <p>20.6 Recommendation: Board confirms it is a modified, traditional model of governance. Board oversees committees and does more than provide monitoring. Board members do operational work on committees. Board provides governance and oversees operations primarily through the strategic plan. Communication with the CEO is guided by the strategic plan.</p> <p>20.7 Recommendation: That there be a Board evaluation and it be tasked to the appropriate committee to be in place by no later than June 2014.</p> <p>20.8 Recommendation: Rewrite bylaws and draft a policy with Board matrix of skills, for Task Group’s consideration in September.</p> <p>20.9 Recommendation: To support following motion:</p> <p><i>Be it resolved that the Board of Directors will develop and approve the Association’s overall strategic goals and objectives.</i></p> <p><i>Individual board members are encouraged to liaise directly with the CEO where they are seeking information, clarification or providing input into</i></p>		
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					<p><i>development of policies for the Association as they pertain to the Strategic Plan.</i></p> <p><i>The President is responsible for conveying the will of the board to the CEO as it pertains to the ongoing execution of the Strategic Plan.</i></p>		
21.0 Scheduled Review of Board Policies	Create	BCCPA Staff	August	September	21.1 Recommendation: CEO to develop a policy for board approval regarding how often we review existing policies for relevance etc...	Complete	
Existing Board Committees							
22.0 Membership Review Committee	Remove from bylaws. Transfer from bylaws to policy.	BCCPA Staff/Other	October	February 2014 to Board May 2014 to Members (AGM)	22.1 Recommendation: That the Board be authorized to approve/deny requests for membership to the Association.	All Board members are now members of Review Committee. Memberships now come to board for regular approval.	
23.0 Executive Committee	Currently by practice, not policy or bylaw	BCCPA Staff/Other	Defer to September until we know which committees we require	December	23.1 Recommendation: Board confirms Governance Task Group and defers any further discussion until strategic plan is finalized (consider in September what remaining committees we need to fulfill strategic plan). 23.2 Recommendation: Re-name as Election of "Officers"	Complete	
24.0 Nominating Committee	See above re: current policies	BCCPA Staff/Other	See above	See above	24.1 Recommendation: Board confirms Governance Task Group and defers any further discussion until strategic plan is finalized (consider in September what remaining committees we need to fulfill strategic plan).	Issue coming to Board on Nov 21 st for discussion.	
25.0 Audit Committee	Not currently active Not in bylaws	BCCPA Staff/Other	August	November	25.1 Recommendation: Establish a <i>Finance and Audit Committee</i> , consistent with bylaws, with its own Terms of Reference (TOR).	Complete	

	Developed through policy						
26.0 Sector Committee	Consider removing as no longer required	BCCPA/Other	Put on hold until Strategic Plan in place To be reviewed as part of larger board composition	February 2014 to Board	26.1 Recommendation: Board confirms Governance Task Group and defers any further discussion until strategic plan is finalized (consider in September what remaining committees we need to fulfill strategic plan).	Complete	
27.0 Ad hoc committees	Create (see also new policy re: Establishing Committees)	BCCPA Staff	August	December	27.1 Recommendation: Board confirms Governance Task Group and defers any further discussion until strategic plan is finalized (consider in September what remaining committees we need to fulfill strategic plan).	For Board discussion on November 21 st .	

Notes from Governance Committee – October 16 + 24, 2013

October 16th Meeting

Attendance: Dave Cheperdak, Isobel Mackenzie, Sue Emmons, Daniel Fontaine

Regrets: Elaine Price

1. Dave wanted to add a new item to the agenda titled “CEO Performance Review Tool”.
2. Dave asked Daniel to research options for terms of reference for an Executive Committee
3. It is important for BCCPA to have an Executive Committee
4. We should also have an active Finance and Audit, Conference and Governance Committee
5. The Governance Committee shall also perform the duties as nominating committee for the purposes of identifying future board candidates in preparation for AGM
6. The Executive Committee should take over the role over reviewing the CEO Performance – hence, we will no longer need a separate HR Committee – policy would need to be amended (deleted) accordingly
7. There was thought that the Executive Committee could consist of the President + chairs of the aforementioned committees
8. There was discussion whether we needed to have a Vice-President position given it does not perform any function
9. One model discussed would be to have term of President be one year. Individual would first be elected as VP, then move to President in year two, followed by Past-President in year three. The Committee felt it was important to have the Chair be for a two year term, not one year. More discussion needed on this topic as several items remain unresolved.
10. Daniel asked the committee to consider also adding a Policy Committee. Committee asked that he put thoughts in writing for discussion at a follow-up meeting.
11. Committee decided that all external appointments will simply come to board for approval/debate. The Governance Committee will not be tasked with appointing candidates.

Meeting adjourned at 2 pm and there was a request to set up another meeting next week.

All remaining agenda items were deferred to our next meeting to be held on October 24th. Daniel will follow-up to determine availability of committee members.

Oct 24th meeting (continuation of the Oct 16th meeting)

Attendance: Dave Cheperdak, Isobel Mackenzie, Sue Emmons, Daniel Fontaine

Regrets: Elaine Price

1. Recommended committees of the Board are as follows:
 - a. Standing committees (for governance purposes):
 - i. Executive Committee

- ii. Governance Cte (includes nominating cte resp)
 - iii. Finance and Audit Cte
 - b. Note: CEO is non-voting member of all Board standing committees.
 - c. Ad hoc committees:
 - i. Conference Cte
 - ii. SafeCareBC:
 - 1. Hiring Cte
 - 2. Implementation Task Force
 - iii. BCCPA Awards Cte
 - d. Note: Daniel will give further thought to the TOR for a possible Policy Cte that the Board may give consideration to in the future.
- 2. Executive Cte will consist of President (Chair)
 - a. Chair – President
 - b. Vice Chair (who will also be chair of the Governance Cte)
 - c. Treasurer (chair of Finance and Audit Cte)
 - d. Past President
 - e. CEO (non-voting)
- 3. Board membership:
 - a. The Governance Cte will be responsible to recommend a slate of potential Board members to fill existing or anticipated vacancies on the Board. This will require a significant bylaw change so that regional elections will no longer occur.
 - i. The Cte will use a “matrix” of skills, stakeholder representation etc to ensure that the recommended slate allows the Board to meet the requirements of the matrix and thus represent the interests of the Association members effectively.
 - ii. The “Skills”, “Characteristics” and “Attributes” sections will remain the same
 - iii. The “Stakeholder” section is recommended as follows:

1. Each Health Authority should be represented (Northern HA only requires rep if we have members there)
 2. Home and Community Care:
 - a. Residential care
 - b. Home care
 3. DHA member
 4. BCSLA member
 5. For profit
 6. Not for profit
 7. Note: Commercial membership will not be included for the Board, but has been included in the Conference Planning Cte.
 8. At-large appointments to be eliminated from the bylaws.
4. Board succession planning: The Governance Cte will be responsible for maintaining a succession plan for leadership roles on the Board. The intent is that (all other things being equal) the Vice President will transition in to the President role when the President has completed their 2 years as Chair.
- a. The Task Force is recommending a policy/process used by a few of our member organizations. As per this policy, the term of Chair will be 2 years (but must be elected each year) and the term of Vice Chair will 2 years.
5. CEO Performance Review tool: The Task Force agreed that Daniel will review the sample tools provided by Sue and Dave, and a tool used at Mitacs and then review his recommendations with Dave. The recommendation will be forwarded to the Task Force for their consideration.
6. Next steps:
- a. All Task Force recommendations will be on the November Board agenda
 - i. Will need draft TOR for standing committees (Task Force members to send their organization's TOR to Daniel)
 - ii. Daniel will review Succession policy to determine if some "tweaking" is required before inclusion in November Board package.
 - iii. Updated Matrix
 - iv. CEO Performance Review tool – as noted above.

11.7.2013**Briefing Note – Governance Task Group****To**
Board of Directors**From**
Governance Task Group**Re**
Governance Review and
Recommendations**BACKGROUND:**

Earlier this year the Board established a new Governance Task Group. The goal was to update and make recommendations regarding BCCPA's policies, governance and committee structure. The GTG has been meeting regularly over the last several months and has introduced a set of recommendations that were approved in-principle at the September 19, 2013 board meeting.

The GTG is now bringing forth its second set of recommendations for the Board's consideration. A copy of the notes emanating from the GTG meetings held on October 16 & 27 have been circulated to the Board for their review.

Recommendations**COMMITTEES**

- 1.0 The BCCPA will establish a new **Governance Committee** that will be chaired by the Vice-President whose duties shall include but are not limited to;
- Annual recruitment of candidates for the Board.
 - Maintaining a succession plan for leadership on the Board.

Proposed terms of reference are attached (Appendix 1)

- 2.0 The BCCPA will seek to add additional members to the **Finance and Audit Committee** which will be chaired by the Secretary-Treasurer.

- 3.0 The BCCPA will create a new **Executive Committee** comprised of four directors + one BCCPA staff:

- President
- Chair of the Finance and Audit Committee
- Chair of the Governance Committee
- Past-President
- CEO (non-voting)

- 4.0 The proposed terms of reference for **Executive Committee** are attached (Appendix 2). Once this has been approved, the Board should then disband the **Human Resources**

BC Care Providers Association**Tel** 604-736-4233
Fax 604-736-4266301-1338 West Broadway
Vancouver, BC, V6H1H2www.bccare.ca
info@bccare.ca

Committee whose sole responsibility is to conduct the annual performance review of the CEO.

5.0 The CEO is considered a non-voting member of all Board standing and ad-hoc committees.

GOVERNANCE

6.0 The Board will be responsible for approving all appointments to external boards and committees.

7.0 The President of the BCCPA will be serve a maximum two-year term, but shall be elected each year. Before assuming the position, they are required to have sat as a voting member on the **Executive Committee** for a minimum of one year.

8.0 The Vice-President will be elected in the context of a succession plan with the intention of being elected as president once the current president has completed their term.

9.0 The BCCPA will no longer conduct regional elections but will establish a new “**Skills, Stakeholder Representation, Characteristics Matrix**” to ensure the recommended slate allows the Board to meet the requirements of the matrix. In particular, geographic considerations will be factored in to ensure the regional interests of the Association’s membership are taken into account.

10.0 The “Stakeholder” section is recommended as follows:

- Each Health Authority should be represented (*Northern HA only requires rep if we have members there*)
- Home and Community Care:
 - Residential care
 - Home care
- Denominational
- Assisted Living
- For profit
- Not for profit

11.0 Commercial membership will not be included for the Board, but should continue to be included as a member of the **Annual Conference Planning Committee**.

12.0 At-large appointments to be eliminated from the by-laws.

13.0 The Governance Task Group recommends the sample document (Appendix 3) as the tool to be used to conduct the annual performance review of the CEO



Governance Committee

Terms of Reference

RESPONSIBLE TO: Board of Directors

MEMBERSHIP: Vice-President (Chair)
Members (max 3) Appointed by Board
President: Ex-officio
CEO Staff Representative

MEETINGS: As determined by the committee

QUORUM: Three voting members

FUNCTIONS:

The committee's general duties are to monitor and review the legal parameters, structures, and obligations of those legal entities operating as BC Care Providers Association as well as their by-laws, regulations and Board Policies.

The committee shall also be responsible for the annual recruitment of candidates for the Board and maintaining a succession plan for leadership on the Board.

Committee functions include:

1. Review existing constitution and by-laws and recommend appropriate changes to the Board;
2. Evaluate specific issues and recommend any new bylaws or policies as necessary;
3. Evaluate effectiveness of Board policies and regulations and recommend any changes as necessary;
4. Work to maintain consistency amongst various by-laws, policies and regulations;

The Governance Committee shall also act as a Nominating Committee for the purpose of actively recruiting candidates for the Board of Directors who are committed to the mission and governing process of the BC Care Providers Association; and who collectively will represent the broad geographic and demographic diversity of its membership.

Date: November 21, 2013



Executive Committee

Terms of Reference

RESPONSIBLE TO: Board of Directors

MEMBERSHIP: President
Past-President (if still a member of the Board)
Chair, Finance & Audit Committee (Secretary-Treasurer)
Chair, Governance Committee (Vice-President)
CEO – Staff representative

MEETINGS: At the call of the Chair

QUORUM: A simple majority shall constitute a quorum

FUNCTIONS:

1. Acting on behalf of the Board when necessary to deal with emergency issues which may arise between Board meetings and which require action.
2. Dealing with duties or matters delegated to it by the Board in the intervals between meetings of the Board.
3. Dealing with issues or matters which may arise and for which a specific committee of the Board is unavailable or had not been struck.
4. Recommending an annual process for developing and reviewing the Association's strategic plan.
5. Facilitating an annual assessment of the effectiveness of the Board and its committees.
6. Periodically reviewing and recommending good governance practices to the Board.

Date: November 21, 2013



November 2013

Chief Executive Officer – Performance Review

NOTE: Your responses will be kept anonymous.
All comments made will be shared with the CEO.

Please answer each individual statement using the following rating scale:

Rating Scale

On a scale of 1 through 6, Where:

1 means:	Strongly Disagree
2 means:	Disagree
3 means:	Undecided
4 means:	Agree
5 means:	Strongly Agree
6 means:	No Knowledge

Planning

Performance:	5	4	3	2	1	6
	Rating					
1. Provides effective leadership for BCCPA planning processes.						
2. Anticipates trends and opportunities affecting the future of BCS and develops effective and timely responses.						
3. Ensures that BCCPA has a current and effective strategic plan in place that maximizes its capacity to achieve its organizational mission.						
4. Creates an organizational culture that encourages innovation and change to respond to changes in the operating environment.						
5. Willing to challenge the status quo and advocates for change when appropriate.						
6. Proposes restructuring when necessary, based upon strategic needs, and ensures change is effectively managed.						

Advocacy

Performance:	5	4	3	2	1	6
	Rating					
1. Promotes a positive image of BCCPA, and helps to create awareness of available services to the local community.						
2. Maintains an active advocacy role in promoting the needs of the BCCPA and its mission.						

3. Builds effective relationships with the Health Authorities, Ministry of Health and other partner health care organizations.										
--	--	--	--	--	--	--	--	--	--	--

Organizing and Delegating

Performance:	5	4	3	2	1	6
	Rating					
1. Effectively leads the Management Team, fostering a cohesive leadership team.						
2. Effectively delegates responsibility and tasks.						
3. Empowers others to make decisions within their areas of responsibility.						
4. Recognizes and rewards the performance of teams and individuals.						

Decision Making, Initiative and Acceptance of Responsibility

Performance:	5	4	3	2	1	6
	Rating					
1. Is willing to make decisions and take full responsibility for the consequences for those decisions.						
2. Is willing to face difficult situations and responds in a professional and principled manner.						
3. Makes effective decisions with the Management Team's participation. Considers alternatives, uses effective decision-making processes.						

Leadership, Management, Adaptability and Effectiveness

Performance:	5	4	3	2	1	6
	Rating					
1. Provides effective leadership and direction						
2. Provides clear vision and direction for the organization.						
3. Develops an environment that encourages staff to support and learn from each other, take risks, communicate openly, resolve issues and view mistakes as opportunities to learn.						
4. Functions as a self-starter, setting high personal standards and pursuing goals with a high level of personal drive and energy.						
5. Creates an organizational culture that is needed to carry out the mission, strategic direction and organizational goals.						
6. Leads with integrity – demonstrates honesty and maintains ethical standards and principles in all actions.						
7. Nurtures leadership abilities in senior staff.						

Communication

Performance:	5	4	3	2	1	6
	Rating					
1. Communicates effectively to: <ul style="list-style-type: none"> • the Board 						
<ul style="list-style-type: none"> • Board Sub-Committees 						
<ul style="list-style-type: none"> • Staff, on matters of importance 						
2. Challenges and motivates managers and staff toward the achievement of goals and objectives.						
3. Is willing to listen to diverse views.						
4. Shares ideas willingly and communicates in an honest, forthright manner.						
5. Ensures that written and verbal communication is easy to understand and appropriate for the situation and the people concerned.						

Interpersonal Relations

Performance:	5	4	3	2	1	6
	Rating					
1. Maintains a work style that is open to constructive suggestions.						
2. Affirms the unique contributions of all people recognizing their diverse backgrounds and varying needs in the workplace.						
3. Values people and shows genuine concern for their well being.						
4. Creates an environment in the organization that promotes effective two-way communication between staff and management.						
5. Works cooperatively with individuals, teams or workgroups in the organization.						

Finance and Human Resource Management

Performance:	5	4	3	2	1	6
	Rating					
1. Demonstrates a thorough understanding of financial management and consistently works towards 'best practice' standards in BCCPA.						
2. Provides leadership and stewardship that ensures financial sustainability and balances short and long-term needs.						
3. Aligns financial planning with identified program and service priorities.						
4. Utilizes performance review processes with management to provide appropriate feedback and mentoring.						
6. Provides opportunities to Management for professional development and growth – and to pursue specific areas of professional interest where possible.						

Strengths:

Areas for Growth:

Other comments:

Sample Only

SECTION: ASSOCIATION POLICY	TOPIC: ELECTION OF EXECUTIVE
	PAGE: 1 OF 2
AUTHORIZATION: BOARD	DATE ADOPTED: SEPTEMBER 2003
	REVISED DATE: n/a <u>November 2013</u>

The Executive Positions of the Association will be elected at the first Board meeting following the Annual General meeting. The Executive Positions include:

- _____ President
- _____ Past-President (if still a member of the Board)
- _____ Chair, Finance & Audit Committee (Secretary-Treasurer)
- _____ Chair, Governance Committee (Vice-President)
- _____ CEO – Staff representative President
- _____ Vice President
- _____ Secretary Treasurer

PROCESS PRIOR TO ELECTION

To ensure that all Board members are familiar with the process and that every effort is made to ensure reasonableness and unanimity, the following process will be followed:

- The members of the Existing Board will be advised that the first Board meeting of the new Board will be held immediately after the Annual General Meeting or an alternate date will be specified.
- All Board members will receive written notice in advance of the date, time, and location of this meeting. An Agenda listing the selection of the Executive as the major point of business will be provided. This will include the election of President, Chair of the Finance & Audit (Secretary-Treasurer), Chair of the Governance Committee (Vice-President).
- Board members who are not able to be present at the scheduled Board meeting that includes the election of Executive Officers, will be able to provide their proxy vote to another Board member.
- The signed proxy is required to be completed and submitted to the CEO in the form outlined below:

*I _____ (the undersigned), a duly elected member of the Board of Directors of BC Care Providers Association, hereby provide my proxy vote to _____ (a duly elected member of the Board of Directors) to vote for and on behalf of myself at the Board meeting to be held the ____ day of _____, 2____, for the selection of the Executive Officers of the BC Care Providers Association.
Signed this _____ day of _____, 2____.*

(Signature)

SECTION: ASSOCIATION POLICY	TOPIC: ELECTION OF EXECUTIVE
	PAGE: 2 OF 2
AUTHORIZATION: BOARD	DATE ADOPTED: SEPTEMBER 2003
	REVISED DATE: n/a

- ~~• Only those Board members that were on the previous Board or newly elected will be able to select the new Executive. (ie. Board members appointed "at large" following the AGM will not participate in the election of the Executive).~~
- ~~• Board members who are prepared to stand for Executive positions are encouraged to discuss their interest with other Board members prior to the Board meeting.~~
- ~~• The President of the BCCPA will be serve a maximum two-year term, but shall be elected each year. Before assuming the position, they are required to have sat as a voting member on the Executive Committee for a minimum of one year.~~
- ~~• The Vice-President will be elected in the context of a succession plan with the intention of being elected as president once the current president has completed their term.~~
- ~~• Terms of the elected Executive positions will be for one year.~~

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PROCEDURE FOR ELECTION:

The election process at the Board Meeting for the selection of the Officers will be as follows:

- I Call for Nomination(s) for the Position of President:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected.
- II Nomination(s) for ~~Vice-President~~Chair, Finance and Audit Committee who will also serve as Secretary-Treasurer:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected.
- III Nomination(s) for ~~Secretary-Treasurer~~Chair, Governance Committee who will also serve as Vice-President:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected

SECTION: ASSOCIATION POLICY	TOPIC: ELECTION OF EXECUTIVE
	PAGE: 1 OF 2
AUTHORIZATION: BOARD	DATE ADOPTED: SEPTEMBER 2003
	REVISED DATE: November 2013

The Executive Positions of the Association will be elected at the first Board meeting following the Annual General meeting. The Executive Positions include:

President
Past-President (if still a member of the Board)
Chair, Finance & Audit Committee (Secretary-Treasurer)
Chair, Governance Committee (Vice-President)
CEO – Staff representative

PROCESS PRIOR TO ELECTION

To ensure that all Board members are familiar with the process and that every effort is made to ensure reasonableness and unanimity, the following process will be followed:

- The members of the Existing Board will be advised that the first Board meeting of the new Board will be held immediately after the Annual General Meeting or an alternate date will be specified.
- All Board members will receive written notice in advance of the date, time, and location of this meeting. An Agenda listing the selection of the Executive as the major point of business will be provided. This will include the election of President, Chair of the Finance & Audit (Secretary-Treasurer), Chair of the Governance Committee (Vice-President).
- Board members who are not able to be present at the scheduled Board meeting that includes the election of Executive Officers, will be able to provide their proxy vote to another Board member.
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I _____ (the undersigned), a duly elected member of the Board of Directors of BC Care Providers Association, hereby provide my proxy vote to _____ (a duly elected member of the Board of Directors) to vote for and on behalf of myself at the Board meeting to be held the ____ day of _____, 2____, for the selection of the Executive Officers of the BC Care Providers Association.
Signed this _____ day of _____, 2____.

(Signature)

SECTION: ASSOCIATION POLICY	TOPIC: ELECTION OF EXECUTIVE
	PAGE: 2 OF 2
AUTHORIZATION: BOARD	DATE ADOPTED: SEPTEMBER 2003
	REVISED DATE: November 2013

- The President of the BCCPA will be serve a maximum two-year term, but shall be elected each year. Before assuming the position, they are required to have sat as a voting member on the Executive Committee for a minimum of one year.
- The Vice-President will be elected in the context of a succession plan with the intention of being elected as president once the current president has completed their term.

PROCEDURE FOR ELECTION:

The election process at the Board Meeting for the selection of the Officers will be as follows:

- I Call for Nomination(s) for the Position of President:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected.

- II Nomination(s) for Chair, Finance and Audit Committee who will also serve as Secretary-Treasurer:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected.

- III Nomination(s) for Chair, Governance Committee who will also serve as Vice-President:
 - a. Confirm Nominee(s) are willing to stand.
 - b. If more than 1 nominee - ballots circulated and counted.
 - c. Position elected

SECTION: ASSOCIATION POLICY	TOPIC: NOMINATING COMMITTEE
	PAGE: 1 OF 1
AUTHORIZATION: BOARD	DATE ADOPTED: NOVEMBER 2002
	REVISED DATE: November 21, 2013

← - - - Formatted Table

COMMITTEE STRUCTURE

~~Nominating The Governance~~ Committee consists of the ~~Past President, Vice-President (Chair), CEO (ex-officio)~~, plus up to ~~threetwo~~ other currently serving Board Directors. ~~The CEO will serve as a non-voting staff representative.~~

~~The Governance Committee shall perform the duties of Nominating Committee.~~

The Nominating Committee shall be a sub-committee of ~~the Executive Committee Board~~. It shall discharge all duties with respect to overseeing the nomination process for seeking members to stand as Board Directors.

The Nominating Committee shall report to the ~~Executive Committee Board~~ and ensure that the elections to the Board of Directors are conducted according to the Societies by-laws.

The Committee shall monitor when positions of the Board expire and submit nominations to the Board and membership ~~through the Executive Committee~~ in accordance with policies determined by the Board.

FUNCTION

The Nominating Committee shall:

1. Propose at least one candidate for election to fill vacancies for the Board of Directors as they arise. Proposed candidates will have demonstrated understanding of the purpose and role of a Board Director and can provide the best possible potential for providing visionary leadership and direction for the Association;
2. Ensure that an integrated slate of candidates is presented for election to vacancies for the Board of Directors;
3. Keep in mind the need for the various committees and to be as broadly representative of the membership and the need for specialist expertise in some committees;
4. ~~Ensure the Skills, Stakeholder Representation and Characteristics Matrix (Appendix 1) is used to guide their recruiting efforts and ensure all nominees are apprised of the expectations of board members (Appendix 2).~~

~~PROCEDURES FOR NOMINATIONS AND SUCCESSION PLANNING PROCEDURES~~

~~In addition to developing detailed procedures in the light of its own experience, the Committee shall:~~

1. ~~Routinely and as necessary, receive from the CEO a detailed list of the vacancies that must be filled.~~
2. ~~Routinely publicize to the membership any vacancies, and call for nominations to be given in writing to the Chair of the Committee; all nominations must have the consent of the nominees.~~

The Nominating Committee will be responsible for the filling of vacancies, both for officers and directors, at the AGM. The Committee will:

1. Routinely and as necessary, receive from the CEO a detailed list of the vacancies that must be filled.
2. Routinely publicize to the membership any vacancies, and call for nominations to be given in writing to the Chair of the Committee; all nominations must have the consent of the nominees.
3. Canvass the current Board to determine the number of vacancies to be filled.
4. Canvass the current Board for the skills, attributes and characteristics needed to complement the existing Board.
5. Canvass of the current Board for possible nominees that fit the desired profile.
6. Develop a list of potential nominees will be interviewed. In addition to the current skills/attributes and characteristics, all potential board members must be prepared to sign both a Conflict of Interest Statement and Oath of Confidentiality.
7. Canvass the Board for nominations from the current Board to fill the officer positions.
8. Present the nominees for election at least 90 days prior to the Annual General Meeting.
9. Seek candidates who represent the following critical areas:
 - The five Health Authorities (*Northern HA only requires rep if we have members there*)
 - Home and Community Care:
 - Residential care
 - Home care
 - Denominational
 - Assisted Living
 - For profit
 - Not for profit



SECTION: ASSOCIATION POLICY	TOPIC: NOMINATING COMMITTEE
	PAGE: 1 OF 1
AUTHORIZATION: BOARD	DATE ADOPTED: NOVEMBER 2002
	REVISED DATE: November 2013

COMMITTEE STRUCTURE

The Governance Committee consists of the, Vice-President (Chair), CEO (ex-officio), plus up to three other currently serving Board Directors. The CEO will serve as a non-voting staff representative.

The Governance Committee shall perform the duties of Nominating Committee.

The Nominating Committee shall be a sub-committee of Board. It shall discharge all duties with respect to overseeing the nomination process for seeking members to stand as Board Directors.

The Nominating Committee shall report to the Board and ensure that the elections to the Board of Directors are conducted according to the Societies by-laws.

The Committee shall monitor when positions of the Board expire and submit nominations to the Board and membership in accordance with policies determined by the Board.

FUNCTION

The Nominating Committee shall:

1. Propose at least one candidate for election to fill vacancies for the Board of Directors as they arise. Proposed candidates will have demonstrated understanding of the purpose and role of a Board Director and can provide the best possible potential for providing visionary leadership and direction for the Association;
2. Ensure that an integrated slate of candidates is presented for election to vacancies for the Board of Directors;
3. Keep in mind the need for the various committees and to be as broadly representative of the membership and the need for specialist expertise in some committees;
4. Ensure the Skills, Stakeholder Representation and Characteristics Matrix (Appendix 1) is used to guide their recruiting efforts and ensure all nominees are apprised of the expectations of board members (Appendix 2).

NOMINATIONS AND SUCCESSION PLANNING PROCEDURES

1.

The Nominating Committee will be responsible for the filling of vacancies, both for officers and directors, at the AGM. The Committee will:

1. Routinely and as necessary, receive from the CEO a detailed list of the vacancies that must be filled.

2. Routinely publicize to the membership any vacancies, and call for nominations to be given in writing to the Chair of the Committee; all nominations must have the consent of the nominees.
3. Canvass the current Board to determine the number of vacancies to be filled.
4. Canvass the current Board for the skills, attributes and characteristics needed to complement the existing Board.
5. Canvass of the current Board for possible nominees that fit the desired profile.
6. Develop a list of potential nominees will be interviewed. In addition to the current skills/attributes and characteristics, all potential board members must be prepared to sign both a Conflict of Interest Statement and Oath of Confidentiality.
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 - The five Health Authorities (*Northern HA only requires rep if we have members there*)
 - Home and Community Care:
 - Residential care
 - Home care
 - Denominational
 - Assisted Living
 - For profit
 - Not for profit



BC Care Providers Association
Board Membership Matrix

A Board of Directors annually recruits new members and, as such, replaces skills and expertise brought to the table by incumbents. The following matrix defines the mix of skills, characteristics and stakeholder group representatives seen to be necessary and desirable to have on the Board of the BCS.

<p>SKILLS</p> <ul style="list-style-type: none">• Financial management• Legal• Communications/public relations• Health care (delivery, research and/or education)• Government relations• Leadership• Business relations/development• Fundraising
<p>STAKEHOLDER REPRESENTATION</p> <ul style="list-style-type: none">• Each Health Authority should be represented <i>(Northern HA only requires rep if we have members there)</i>• Home and Community Care:<ul style="list-style-type: none">• Residential care• Home care• Denominational• Assisted Living• For profit• Not for profit
<p>CHARACTERISTICS</p> <ul style="list-style-type: none">• The Board will actively seek diversity in its composition. Specifically, diversity for this purpose is broadly defined to include gender, ethnicity, age, ability, business experience, functional expertise, personal skills and stakeholder perspectives.• The Board will actively ensure it reflects the interests of its membership in every region of the province.

In addition to the above, following is a list of desirable attributes for individuals joining the board of directors.

ATTRIBUTES

- Ethical
- Team player
- Sense of humour
- Community contacts
- Community profile
- Board experience

Revised: TBD

EXPECTATIONS OF BOARD DIRECTORS

Commitment to the organization

Sufficient time

The ability to listen well

A capacity for compromise

The courage to question

A willingness to the public

A willingness to make difficult decisions

Good interpersonal skills

A willingness to participate in ongoing professional development including knowledge of health care and Board Governance

Revised: N/A

As adapted from Essentials of Governance

The British Columbia Health Association

Memorandum of Understanding

This memorandum is dated for reference October 31, 2013.

BETWEEN:

BC Care Providers Association, whose address is
301 - 1338 W Broadway Vancouver, BC V6H 1H2 (BCCPA)

AND:

Ontario Long Term Care Association, whose address is
345 Renfrew Drive, 3rd Floor, Markham, ON L3R 9S9 (OLTCA)

BACKGROUND

- A. Recreational therapy enhances seniors' quality of life in residential care.
- B. The BCCPA and OLTCA wish to develop a "best practices guide" of recreational therapy programs and activities in residential care homes across Canada, with a focus in Ontario and BC regions (the Guide).
- C. The BCCPA and OLTCA agree to develop the Guide on the understanding set out in this memorandum.

Financial Contributions

1. The BCCPA and OLTCA will each contribute \$7,500 in cash.
2. The OLTCA will provide the BCCPA with \$7,500 by December 1, 2013.
3. In addition to its cash contribution, the BCCPA will also contribute \$1,500 in kind.

Budget

4. The budget will be:

Co-op student (4 months):	\$10,000
Graphic design and limited printing:	\$5,000

The Co-op Student

5. The BCCPA will hire and supervise a recreational therapy co-op student (or if no suitable student can be found, the BCCPA will hire a non-student it deems qualified).
6. The student will work at the BCCPA offices in Vancouver.

The Guide

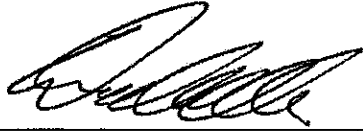
7. The student will directly consult with care homes and write approximately 7 to 10 profiles (approximately 700 to 800 words each).
8. In addition, the student will catalogue approximately 50-60 programs currently in use through smaller 100-200 word profiles.
9. The Guide will also analyze each program by elements such as :
 - o Complexity of implementation
 - o Cost (capital + operations)
 - o Multi-cultural adaptation
 - o Level of acuity
 - o Suitability for residents living with dementia
 - o Gender focus – i.e. program geared toward women, men or both
 - o Physical capacity – i.e. wheelchair-friendly
10. The Guide will include introductory remarks regarding the importance of recreational therapy.
11. The Guide may also identify educational institutions in both Ontario and BC that offer geriatric recreational therapy programs.

Communications:

12. Both the BCCPA and OLTCA will provide final sign off on any documents distributed to our members and/or the public in relation to this project.
13. As part of a coordinated communication strategy, a joint news release, backgrounder, fact sheet will be drafted and distributed to the media and simultaneously distributed and/or each organization will produce their own communications materials and release them simultaneously to the public.

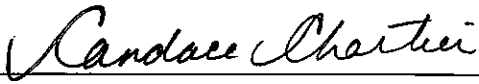
Timelines

14. The BCCPA will endeavor to hire a student as soon as possible.
15. The parties aim to have the Guide completed by March 31, 2014.



Date: October 31, 2013

Daniel Fontaine, CEO
BC Care Providers Association



Date: Nov 13, 2013

Candice Chartier
Ontario Long Term Care Association

Bargaining Priorities to HEABC
BC Care Providers Association and Denominational Health Association
October 31, 2013

- A key point for us is the call-in provisions in the Facilities Agreement. Although we find the 16.01 provisions cumbersome, we could deal with them on their own, as it only requires one backfill. However, if the vacancy is 4 or more days, regular part-time staff are allowed to register for the casual list - and because they generally have more seniority than our casual staff, they have to be called first. This can often mean that to fill one vacancy we are backfilling 3 or 4 or 5 times. This is extremely time-consuming and costly. We would really like to have this addressed.
- There are lessons HEABC can learn from contracted out sites. Will they incorporate that into the negotiating strategy? We know what the marketplace is paying...and is HEABC willing to bring the mandate more in line with this reality.
- We don't want to be put in a position where we are asked to ratify an agreement without seeing a plan for how it is going to be funded.
- Municipal Pension Plan increase – how did that happen? Who is accountable? We need to make sure this type of costly item does not slip through the cracks – as it ends up costing everyone lots of money we simply don't have.
- We would love to see the cost of ``hours not worked`` addressed somehow in the new CBA.
- The #s shown in Mark's slide presentation don't show the whole picture of the marketplace. Whatever HEABC negotiates has a way of become the floor from which everyone else wants to achieve. Costly agreements end up costing the whole system a lot of money.
- Reductions in non-worked leave benefits such as LTD, sick leave, vacation. There are many ways to address these various areas while helping people maintain or increase their take home pay.
- The HEABC should be more transparent in the way it negotiates collective agreements (e.g., cooperative gains example)
- We cannot settle for net zero in a cooperative gains type scenario. The last round of bargaining did not create sustainability for the health care sector. The reduction in benefit costs must outweigh any modest wage increases.
- There must be clear communication and commitment from the government to fund affiliate service providers if they do not achieve their targeted savings.
- There is a fundamental disconnect between those sitting at the negotiating table – and the Health Authorities who fund the affiliates. Funding doesn't meet the expectation set out in the collective agreement.
- Some way to differentiate collective agreement language for affiliate providers when it makes sense to do so such as was done for EDMP.

- Funding should be available the day the collective agreement goes into effect – not months later as this can have big ramifications on smaller operators.
- Ability to Contract Out or Reduce Costs (wages and benefits) significantly in the Hospitality Services (Housekeeping, Dietary)
- Flow Through Funding – The full costing of the collective agreements needs to be provided before ratification. Perhaps Affiliates should have a separate vote if the funding is not going to flow through.
- Benefits – More flexibility for what people choose to enrol in – and perhaps a cap.
- Mandatory flu shots for all new employees.
- Early retirement initiatives - - The difference between a Nurse at level 1 and level 10 is approximately \$10 per hour. On an annual basis this is about \$20,000 per Nurse, and the savings achieved through fewer vacations etc.
- Pension – Changing the language so that if an employee does not alert and or advise an employer that they are contributing at another organization, the employee will have to pay the arrears.
- Remove the language about replacing an RN with an LPN. There needs to be more flexibility to use LPN's, if the care can be provided safely.
- Reducing the amount of sick time entitlement (currently earn 18 days / year) and consider time that could be used as sick or vacation
- Significantly reduce the amount of unused sick time paid out at retirement (currently 40%)
- Limit the amount of vacation entitlement for long serving unionized staff. HEU provisions are way too generous – should cap at 6 weeks ??
- We don't want to be put in a position where we are asked to ratify an agreement without seeing a plan for how it is going to be funded. Health authorities should be required to put this in writing before affiliates are required to ratify.
- We would love to see the cost of ``hours not worked`` addressed somehow in the new CBA.
- In addition, we would also like to see mandatory education time as long as it is funded by the health authorities. As I said at one other meeting – combine #2 and #3 and trade four sick days for two mandatory paid education days.
- 16.01c is a major issue for us too. Karen summarizes the issue well. It also results in an unseen of disruption on continuity of care. It is cumbersome and costly to administer and also results in grievances which, if we have missed someone can result in costs for the employer.

- There is a need for some level of flexibility or difference in the approach that affiliates can take in a number of situations.
- Would like to see a more integrated approach across the collective agreements on “common” issues such as scheduling, maternity leave, postings, project positions – ideally moving towards fewer collective agreements
- Agreements for a minimum of 3 years – preferably longer. This two year cycle is exhausting and creates too much strain in the system as there is no down time between agreements, we do implementation and then go straight back into essential service planning. Affiliates do not have the resources to continue doing this
- Whatever agreements are reached must be clear and not subject to after the fact bargaining as we are seeing with HAS
- LPN amalgamation into the nurse bargaining association –needs to either be a full amalgamation or an addendum to the contract with few changes to current terms, scheduling etc. The worst case scenario would be some kind of third way – introducing a different structure than that which already exists under the nurses or facilities contract
- It is essential that the bargaining tables include, or in some way seek input from the true operational level in organizations about workload and implementation impacts in organization, as there have been unrealistic timelines that have been created as there did not seem to be a good understanding at the tables of the true work involved in implementation
- The whole benefits and sick leave issues – ways to have staff more accountable in this area



BC CARE PROVIDERS
ASSOCIATION www.bccarevca

Advocating service excellence for seniors

21 November 2013

The Honourable Michael de Jong, Q.C.
Minister of Finance
Room 153
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister:

Re: 2014 Budget Submission

British Columbia's rapidly ageing population presents significant opportunities to enhance the province's economic strength through capitalizing on care providers' entrepreneurial spirit and enhancing the efficiency, sustainability and quality of our seniors' care system.

The BC Care Providers Association (the Association) has represented private and non-profit community care providers for over 30 years. We have over 130 care home, home support and assisted living members across B.C. Members represent over one-third of all funded long term care beds in B.C. – caring for over 21,000 seniors in care each day and creating more than 15,000 direct and indirect jobs across the province.

We are pleased to provide our recommendations for Budget 2014.

Recommendation 1: Capitalize on care providers' entrepreneurial spirit.

With less funding than their health authority counterparts, both private and non-profit care homes deliver quality care for seniors across the province. Through innovation and their entrepreneurial spirit, our members are finding creative ways to make B.C. the best place for seniors' care.

Innovation breeds efficiency. In 2011, the B.C. Ombudsperson reported that in Vancouver Island Health Authority, for example, "it would be typical for a publicly funded [Health Authority operated] facility with 50 residential care beds to receive approximately \$44,000 more in funding each month than a privately owned facility with the same number of subsidized residential care beds" (*The Best of Care: Getting It Right for Seniors in British Columbia (Part 2)* at p. 216-17).

In order to make best use of limited tax dollars dedicated to health care, we recommend the government continue its efforts to capitalize on our members' innovation and entrepreneurial

spirit by maintaining a priority on funding the residential care and home support we provide – to ensure B.C. seniors continue to have access to the best possible care

Recommendation 2: Ensure funding matches the costs of delivering complex care.

In B.C., the shift to complex care delivery has resulted in a significant increase in the acuity level of seniors in residential care. Funding lifts, however, have not matched this rising acuity. Instead, funding is often less than collective agreement increases, less than cost of living increases and health authorities rarely recognize inflationary pressures. As a result, funding shortfalls increase year after year.

Over the last several years, our members have also faced an ever increasing regulatory burden. Sadly, this translates into our frontline staff having to spend more time in front of computers and filling out forms than with our residents.

This also comes at a time when there are calls from the public and the families of those in care to provide an even higher level of service for their loved ones.

While our members deliver the best care possible and creatively find ways to “make do” with the resources available through government funding, shortfalls are ultimately to the detriment of seniors in care. This system of having care homes operate at a financial disadvantage is inefficient and unsustainable. An efficient and sustainable system requires collective agreements to be fully funded and other care costs fairly compensated. Accordingly, we recommend that government ensure funding matches the cost of delivering complex care.

Recommendation 3: Implement efficiencies identified in the Core Review.

To support the Hon. Bill Bennett’s Core Review, our Association is conducting a “core review” of the continuing care sector. We will identify administrative and regulatory processes that create significant duplication and inefficiency, with a view to streamlining the system in a manner that promotes financial efficiency and moves dollars back to frontline care.

We will produce our Interim Report in December 2013, with a Final Report delivered in February 2014. We encourage government to work in partnership with us to implement the efficiencies identified in our forthcoming reports.

Conclusion

B.C.’s demographic shift is placing increasing demands on our health care system. It is also creating an opportunity to encourage innovative solutions that support efficiency, sustainability and quality of care. However, the current system of “make do” is untenable. Our members’ resources are being stretched too thin. Budget 2014 presents the opportunity to enhance the

focus on residential care and home support, and ultimately, make B.C. the best place for seniors.

Sincerely,

Daniel Fontaine
Chief Executive Officer

cc: Select Standing Committee on Finance and Government Services

**2013 Conference Planning Committee
10:30 AM – September 26, 2013
Conference Call**

MINUTES

Participants: Hendrik Van Ryk, Isobel Mackenzie, Michael Atkins Daniel Fontaine, Maria Capostinsky

The committee welcomed Michael Atkins to the committee for 2014.

1. **Chair 2014** – The committee discussed the position of Chair for 2014. Isobel noted that she may not be able to attend the event due to other commitments and therefore would be willing to act as Vice-Chair for 2014 and would be happy to consider the position for 2015. Michael deferred for 2014 as it is his first year on the committee.

Hendrik agreed to act as Chair for 2014 and proceeded to chair the meeting.

2. **Theme/Sessions** – The committee discussed various theme ideas, including:
 - Best practices – rather than innovation
 - The best of care
 - Supporting best practices for quality care
 - Note: “home care” rather than “support”

Discussion regarding different streams of focus for sessions:

- Technical
- Support services
- Volunteer/Family
- Clinical/Administrative
- Clinical stream: “home care improved practices”
- 2 options: Industry/LTC/HS or Clinical/Family

It was agreed that 3-4 theme options be brought forward to next meeting for review/selection.

The committee also discussed ways to develop the program that would encouraging health authority Home and Community Care Directors to participate in this event.

2. **Commercial Committee Member**

The committee discussed the process in which to select a committee member to represent commercial members on the 2014 committee. It was agreed that the association would make the selection from interested parties and bring forward to the next committee meeting for approval.

It was suggested that for future years a selection process by commercial members to select their representative be considered.

36. **Next meeting** – Thursday Oct 24th at 10:30 via conference call.

Memo

DATE: NOVEMBER 13, 2013

TO: BCCPA Board Members

FROM: Howegroup Public Sector Consultants: Jennifer Hystad & Wynona Giannasi

REGARDING: SafeCare BC Implementation Status Update

The following provides an update for the contracted services of the Howegroup for the implementation of SafeCare BC.

Best Practice Review

- Howegroup has completed a best practice review of Health and Safety Associations in Alberta, British Columbia and New Brunswick. Draft recommendations were reviewed with the Implementation Working Group (IWG) on November 12, 2013 (please refer to IWG minutes). A Draft report will be circulated to the IWG by November 22, 2013 with the final report planned for release December 6, 2013.
- The purpose of best practice review is to synthesize and present information to support decisions on the foundation and direction for SafeCare BC. Focusing on topic areas established by key stakeholders (i.e. organizational framework, financial and budgetary requirements, training and communication), the context of long term care in BC is being considered to create recommendations and next steps.

Organizational Framework and Governance

- The constitution and bylaws are in the draft phase of development by De Jager Volkenant and Company and are to be completed for review prior to the next Board meeting.
- A policy review is underway to identify and present policies related to BCCPA Board operation of SafeCare BC.
- The IWG has been established (Chair: Sue Emmons), with Terms of Reference approved at the inaugural meeting, November 12, 2013.

Personnel

- The focus is currently on hiring the SafeCare BC Executive Director. The hiring committee has been established with Terms of Reference and Chair approval (Liz Dutton). The job was posted through multiple channels. Applications were received from 50 candidates. The Committee has shortlisted 16 for an initial telephone screening (to occur November 18th and 19th with Daniel and Wynona). In person interviews to take place with the Committee on December 4th and 6th. On track for selection and an offer prior to the holidays. It is anticipated

than a special Board meeting will be required (in December) to approve the selection of the ED.

Finance and Accounting

- Howegroup is working closely with BCCPA to streamline a working operational budget for SafeCare BC, inclusive of financial reporting requirements. A meeting is being planned with Daniel, David and Andre for December to finalize the reporting and invoicing requirements between BCCPA and SafeCare BC.

Communications

- Howegroup has contracted services for the safecarebc.ca website design and development as well as graphic design elements. Draft web design, content and a brand are currently in progress. The IWG is providing input into the SafeCare BC brand. It is expected the graphic design elements will be complete by December 6th with the website complete by December 20th. Official external launch of website is scheduled for week of January 6th.

Training Needs Assessment

- The training needs assessment scope, methodology and advisory group is currently being established. The scope of the assessment includes all health and safety training, education and resources available to the long term care sector in British Columbia. Methodology includes an on-line survey to a segmented target audience, semi-structured interviews and focus groups. Findings will be validated with key stakeholders. The final deliverable will be a detailed report with recommendations (focused on employer and employee needs), including costs, timelines and operational implications for delivering training. This is anticipated to be a foundational document to inform SafeCare BC's training portfolio.

SafeCare BC Implementation Working Group

Meeting #1 – November 12, 2013 ACTIONS

Attendees

- Daniel Fontaine, CEO, BCCPA
- Mary McDougall, BCCPA Board Member, Past President
- Jeannette Thompson, Administrator, Broadway Lodge & Denominational Health Association representative
- Stephen Symon, Manager Industry and Labour Services, Healthcare Industry WorkSafe BC
- Kyle Balagno, Myron Creative (guest)
- Peter Desmet, Myron Creative (guest)
- Lisa Steinson, Myron Creative (guest)
- Jennifer Hystad, SafeCare BC Co-Project Manager, Howegroup/Hystad Consulting (Secretariat)
- Wynona Giannasi, SafeCare BC Co-Project Manager, Howegroup (Secretariat/ meeting Chair)

Regrets

- Sue Emmons, BCCPA Board Member, Director at Large

Action Items

Item	Comments/Actions
<p>1. SafeCare BC Implementation Working Group operations:</p> <ul style="list-style-type: none"> a) Adopt Terms of Reference b) Confirm Chair c) Reporting to the Board 	<p>Terms of Reference adopted as is, with clarification that the Hiring Committee will be overseeing the recruitment of the ED.</p> <p>Wynona acted as the interim Chair and the Committee supported Sue being the Chair for the remainder of the Committee (and Sue has since accepted this role via email correspondence).</p> <p>Howegroup will be the Secretariat for the duration of the Committee.</p> <p>This committee will formally report to the Board via the Chair’s report and sharing of meeting minutes.</p>
<p>2. SafeCare BC branding strategy</p> <ul style="list-style-type: none"> a) Presentation by Myron Creative b) Input requested from Committee to inform branding strategy 	<p>Myron discussed the branding strategy. Needs and input was solicited from the Committee. Key points include:</p> <ul style="list-style-type: none"> • Ensure focus remains on the employee. • Ensure branding reflects all employees, not just those represented by BCCPA or DHA. • Ensure branding represents employee and patient safety. • Consider growth in SafeCare BC over the next 3 years, in services (i.e. COR) as well as sector (may include home care, other health sectors).

- Consider injury and safety prevention as well as return to work and stay at work programming.
- Next steps include: draft concepts by November 18th (with feedback requested by November 21st), subsequent concepts by November 25th and final branding elements by November 29th

3. SafeCare BC best practice review

- a) Presentation from Howegroup
- b) Input requested from Committee to inform final report

The purpose and methodology was reviewed and comments were solicited, with the caveat that the full report will be shared by November 22nd. Comments surrounded the need to ensure:

- Recommendations are developed from the employee as well as the employer lens.
- Financial accountability includes accountability to the membership as well as to the funder.
- The longer term organizational infrastructure for SafeCare BC, balancing independence with strategic partnerships and growth across the sector is considered.

November 14th 2013

Board Report from the ED Hiring Committee for Safe Care BC

- Committee has been meeting weekly via teleconference
- The position was posted on approximately 9 different sites, with a closing date of November 8th
- 56 Applications were received, this has been shortlisted to 16
- Daniel and Winona will be conducting telephone screening interviews on November 18th and 19th to bring this number down to 8 people.
- The hiring committee will conduct in person interviews with these 8 on December the 4th and 6th
- A question for the board; how would you like us to communicate the results of the interview process as the board does not meet again until January. Would a teleconference work for everyone? What date would work we would like to have this work completed before Christmas and feel around December 18th would be a good target date before everyone gets too busy with Christmas.
- The salary rate previously discussed at the last board meeting appears to be in the correct range for this position to be competitive.
- We have had some discussion as to whether or not a small percentage of the salary should be held as a bonus with performance indicators, no conclusion was reached.
- Winona is working on interview questions for the shortlisted applicants.

From: Daniel Fontaine [mailto:dfontaine@bccare.ca]
Sent: Wednesday, October 16, 2013 3:28 PM
To: Wynona Giannasi | howegroup
Cc: Aly Devji; Dutton, Liz
Subject: SafeCare BC Hiring Committee Meeting Notes - 2-3 pm

Here are some notes from today's **SafeCare BC Hiring Committee** meeting (note to Aly + Liz, I filled in a few blanks in a few places to help bridge some gaps):

- The committee has selected Liz Dutton to act as Chair.
- The committee wants to meet weekly until we have established criteria for hiring and have posted the job in local newspapers etc. Two meetings have been set on October 25 + 31.
- We are targeting Oct 31st as the date all the advertising, job description etc...should be finalized. The first Vancouver Sun/G&M ad could be placed on Saturday November 2nd. Other places to advertise might include LinkedIn, WorkSafeBC job board, Workopolis etc...
- We need to develop a budget for the hiring committee. Currently we have set aside \$10K for advertising, criminal record checks, reference checks etc...
- Need to confirm if the Howe Group has access to any applicant tracking software. Aly says he may be able to provide us with access to HireDesk.com as he is setting up an account with them before the end of the month. This will help to automate the application system and streamline our process of narrowing down candidates.
- November 15th at midnight is the date set for all applicants to submit their CVs
- Aly has access to salary surveys and will report back to the committee if the current pay scale is in line with the market
- Committee will await board discussion tomorrow to determine if we will continue to title the position as CEO or something else.
- Committee will be reporting out to the Board on November 21st regarding a status update on the hiring process.
- Committee needs to establish rating criteria for candidates. Check with Howe Group if they have any interview resources...alternatively, we can use those we have for our own organizations which might be applicable.

Hiring Process will be roughly as follows:

- Advertise the job – no later than November 2nd
- Accept applications and begin reviewing them – November 2 – 15
- Narrow down applications to 10-12 top candidates – conduct initial 15 minute phone interviews with them to determine suitability (Howe Group + CEO) – November 21-22
- Conduct sit down interviews with 5-6 candidates (1st week of December)
- Conduct second interview with select candidates (if necessary) (2nd week of December)
- Make recommendation to the Board on preferred candidate including compensation package (early January)
- Make an offer to candidate (mid-January)
- Candidate starts work for SafeCare BC (Feb/March)

Wynona...please call me when you can. I'd like to discuss a few of these items with you.

SafeCare BC Hiring Committee Actions

Meeting #2 – October 24, 2013

Item	Responsibility	Actions
Review JD for ED role (<i>see attached JD</i>)	Wynona	WG to send draft by Oct 28 th for feedback and approval at Oct 31 st meeting
Confirm placement of ads and required content <ul style="list-style-type: none"> – Canadian Society of Association Executives – Workopolis – LinkedIn – BCCPA site and eblast – SafeCare site – HEABC – (WorkSafe is internal only and newspapers are cost prohibitive) – Other? 	Wynona	By Oct 31 st , WG to: <ul style="list-style-type: none"> - Confirm Health Match and HBT as avenues for circulating the posting (Aly to provide Jan Mitchell contact info) - Confirm posting via HEABC - Explore the Canadian Centre for Occupational Health & Safety and the BC Human Resource Management Association for advertising the position <ul style="list-style-type: none"> o BCHRMA is \$650+HST (http://www.bchrma.org/career-centre/post-a-job/) - Develop content for posting for BCCPA, SafeCare sites and for partner eblasts - Contact PHSA HR for posting By Oct 31 st , AD and ED to confirm FHA and VCH HR contact for posting
Confirm hiring process (<i>see attached recruitment timeline</i>)	Wynona	No immediate actions. Timeline may need to be shifted depending on feedback received prior to October 31 st meeting
Confirm salary range (salary survey data)	Aly	Aly to confirm once JD is finalized, noting that HEABC may be able to help with this
Confirm need for and access to applicant tracking software	Aly	Agreed not to use this right now – can explore for the second round if necessary
Confirm hiring budget ~\$3,500 Posting ads (\$1,500) Reference and criminal record checks (\$2,000)	Wynona/Daniel	No actions required
Book next meetings	Wynona	Oct 31 (2pm) Nov 7, 14, 21, 28 (noon) Oct 31 st agenda items: <ul style="list-style-type: none"> - Selection criteria (WG to develop)

- Confirm JD
- Confirm salary range

Book dates for interviews

Wynona

December 4th and 6th confirmed

SafeCare BC Hiring Committee Actions

Meeting #3 – October 31, 2013

Item	Responsibility	Discussion/Actions
ED Posting update <ul style="list-style-type: none"> ✓ Workopolis and Canadian Society of Association Executives niche site ✓ LinkedIn ✓ BCCPA site, eblast and LinkedIn ✓ SafeCare site ✓ BCHRMA ✓ HSA leaders <ul style="list-style-type: none"> ▪ HEABC eblast ▪ Health Match ▪ Health authorities? 	Wynona	<ul style="list-style-type: none"> ▪ 12 applications received to date. ▪ WG to provide update on # applicants every 2-3 days until closing on Nov 8th. ▪ <i>*Decided not to go forward with the recruiting firm that approached Daniel.</i>
Confirm salary range	Aly	<ul style="list-style-type: none"> ▪ Deferred to Nov 7th meeting.
Scoring and selection criteria (<i>see attached documents</i>)	Wynona	<ul style="list-style-type: none"> ▪ Process: <ul style="list-style-type: none"> ○ WG to review CVs initially and save into 2 files (selected for phone interview, not selected). ○ DF and WG to interview shortlisted candidates via phone. WG to develop 3-5 questions for review with DF and circulate to Committee for Nov 7th meeting for feedback. ○ Note for WG to send a response to all applicants acknowledging receipt of applications.
Next meetings	Wynona	<ul style="list-style-type: none"> ▪ Nov 7, 14, 21, 28 (noon) [DF unable to attend Nov 7th] ▪ Nov 7th agenda items: <ul style="list-style-type: none"> ○ Provide update on # applicants ○ Confirm salary range ○ Feedback on scoring criteria and phone questions ○ Board update for Nov 21 meeting (process, # applicants, timelines and salary)

BCCPA Awards

Long-Service Excellence

Awarded to a member owner/operator or a member employee/contractor who has a 15+ year industry track record of developing and delivering quality care for individuals in care.

BC Care Provider of the Year

Awarded to a care provider employed by one of our members who has demonstrated a commitment to quality, compassion and excellence in delivering care to one or more of our residents and/or clients.

Innovation of the Year

Awarded to a member care provider or one of their employees who can demonstrate an innovation they have developed or introduced within the sector to improve the quality of care delivered.

Terms of Reference

BCCPA Awards Nomination Committee

The committee shall be appointed by the Board for a period of one year and comprise of:

- A minimum of two Board Directors
- One representative from the residential care sector
- One representative from the home care sector

The committee chair shall be a member of the board;

The committee shall meet either in-person or by phone to develop the judging criteria for each award;

The committee shall make the final judging criteria available to members of the board;

The committee will actively seek out nominations from our members by no later than November 30th each year;

The committee will seek to allow for a minimum 45 day period by which the nomination process will be undertaken;

The committee shall make every effort to provide recommendations to the Board regarding award finalists at least 30 days prior to the awards being announced;

In the case whereby a member of the committee has been nominated for an award, they shall recuse themselves from any deliberation process regarding said award;

The committee shall develop a budget for approval by the Board which will ensure award finalists are able to attend the award ceremony should they require financial assistance to do so.

Criteria for Awards

Helfrich Long-Service Excellence Award

Awarded to a member owner/operator or a member employee/contractor who has a 15+ year industry track record of developing and delivering quality care for individuals in care.

Criteria

- Must have been a member of BCCPA for at least 5 years.
- Demonstrated a commitment to supporting the continuing care sector
- Years of service can be in broken periods, but the time so involved must add up to at least 15 years.
- The recipient can be presently working in the sector or might now be retired from the field.

BC Care Provider of the Year

Awarded to a frontline care provider employed by one of our members who has demonstrated a commitment to quality, compassion and excellence in delivering care to one or more of our residents and/or clients.

Criteria

- Specific examples must be provided to help support how the employee demonstrated a commitment to quality, compassion and excellence.
- Examples cited must go beyond the average daily interactions between an employee and individuals in care.
- Demonstrate how this commitment may have already been recognized by their colleagues, supervisor, resident or a member of their family.

Innovation of the Year

Awarded to a member care provider or one of their employees who can demonstrate an innovation they have developed or introduced within the sector to improve the quality of care delivered.

Criteria

- Provide detailed information regarding how the innovation can be attributed specifically to the nominee.
- The innovation can be described as something new that has not been attempted or implemented before either at a particular site or with an individual.
- The innovation has potential for sector-wide application.

Details:

- Nominations will be only be accepted via the online application forms found on the BC Care Providers Association website.
- Nominators must demonstrate they are members in good standing of the BCCPA at the time of submitting the nomination.

- Nominees must be a member in good standing with the BCCPA or employed by a member in good standing.
- Once the deadline has passed, no further information can be submitted to the Adjudication Committee in relation to the nomination.
- The deadline to submit a nomination is midnight on Tuesday, December 31, 2013.
- Award winners will be notified in advance that they have been selected. They will also be asked to attend a special awards ceremony in Victoria, BC on the evening of February 19, 2014.
- Final award recipients will be recommended by the Adjudication Committee and will be approved by the BCCPA Board.
- Nominees will be judged on how best they align with the stated criteria and intent of the award.
- The finalists will be required to sign a release allowing for BCCPA to publicize their photo and other information pertaining to the award.

Suggested Information

Please provide specific, detailed examples and dates to support the nomination. The information provided will be used by the Adjudication Committee to determine the recipient of this award.

- Description of the accomplishment.
- Why does the nominee deserve to receive the Award?
- What impact has the nominee's accomplishment had in either a home or residential care setting?
- This individual has demonstrated most or all of the criteria listed above.
- How has the nominee's accomplishment supported the employer's Vision, Mission, Key Directions or Guiding Principles?
- Include additional comments.

DRAFT



Terms of Reference

Care Aide Registry Subcommittee

2013/2014

Subcommittee Type

Care Aide Registry Subcommittee

Purpose

To identify solutions to the BC Care Aide and Community Health Worker Registry (the Registry), and to make recommendations for action and/or resolution to the Board of Directors of the BC Care Providers Association (BCCPA) by April 30, 2014.

Goals / Objectives

1. Identify, compare and analyze alternative registry models in other provincial and international jurisdictions.
2. Identify a sustainable, cost-effective model that supports a “zero tolerance” approach to abuse.

Deliverable

A recommendation, with supporting material, to the BCCPA Board of Directors on whether the Registry’s current model can be “fixed” or if a new model is needed.

Composition

The subcommittee will be comprised of at least:

- three BCCPA members, ideally with at least one home support member;
- one BCCPA staff; and
- one external (non-BCCPA member or staff) representative.

BCCPA staff will chair the subcommittee. The chair may add subcommittee members and invite guests to meetings or seeking their input as appropriate.

The current subcommittee is comprised of:

BCCPA Members

1. Julia Glover, Retirement Concepts
2. Susan Gooding, Inglewood Care Centre
3. Laura Lundie, Park Place Seniors Living
4. Robin Hancock, Retirement Concepts
5. Melanie Hennig, Beckley Farm Lodge
6. Isobel Mackenzie, Beacon Community Services (home support)
7. Hendrik Van Ryk, H&H Total Care

External

8. Kisa Macdonald, Hammerberg Lawyers LLP

BCCPA Staff

9. Heather Campbell, BCCPA (chair)

Term

The subcommittee will dissolve on April 30, 2014, but the term may be extended by the BCCPA as required.

Meetings

Dates and frequency will be determined by the BCCPA in consultation with subcommittee members. The meetings will usually be held by teleconference.

Quorum is simple majority (50% + 1). If a quorum is not established, the subcommittee will continue with the meeting. Recommendations will be made and referred to the next meeting for discussion and voting. The chair may permit email voting.

Reporting

Minutes will be kept of all meetings, and may be presented to the BCCPA Board of Directors.

-XXX-

From: Heather Campbell
Sent: Thursday, October 10, 2013 1:50 PM
To: RFP
Cc: Berg, Shannon [CORP]; Daniel Fontaine
Subject: RE: RFP 2013-BISS-008 - Timelines
Importance: High

Dear Jordan,

Thank you for your email.

As you know, clause 6.3.2(a)(8) of the Government Core Policy and Procedures Manual states, "The permitted response time to a solicitation must be sufficient to allow all potential proponents to have a reasonable opportunity to compete, taking into account the time required to disseminate information, the complexity of the procurement, and the time required to prepare an appropriate response."

It is our opinion that a two week bidding period does not provide potential proponents with a reasonable opportunity to compete, particularly in light of the addendum issued October 8, 2013.

Therefore, we request that VCH extend the closing date to provide a minimum six to eight week bidding period, which is considered industry best practice and would provide potential proponents a reasonable opportunity to compete.

Thank you.

Sincerely,

Heather Campbell, LLB

Director of Policy & Research
BC Care Providers Association
301 - 1338 West Broadway, Vancouver, British Columbia V6H 1H2
604.736.4233 ext. 228 | hcampbell@bccare.ca | www.bccare.ca | [@bccareproviders](https://twitter.com/bccareproviders)

From: Mador, Jordan [VC] [<mailto:Jordan.Mador@vch.ca>] **On Behalf Of** RFP
Sent: Thursday, October 10, 2013 1:15 PM
To: Heather Campbell; RFP
Cc: Berg, Shannon [CORP]; Daniel Fontaine
Subject: RE: RFP 2013-BISS-008 - Timelines

Dear Heather,

Thank you for the email as I am more than happy to answer your inquiries.

VCH does not have a bidding period policy as bidding period is determined by a number of factors including, but not limited to, size of the RFP, complexity of the requested service, and additional factors

such as construction requirements. The determination of the timeline for accepting bids for RFP 2013-BISS-008 was made based on our evaluation of these, plus additional, elements.

Having said that, if you feel that additional bidding time is required please respond via email outlining the reasoning. VCH will review and evaluate your email before the closing of the RFP and determine if a change to the closing date should be made. Please note that any change to the closing date will be made through BC Bid, and that this email does not imply that any change to the closing date will be made at this time.

I hope that I have been able to answer your inquiry Heather, but please contact me if you have further questions or concerns. Thank you again for your time and your interest in the RFP.

Sincerely,

Jordan Mador
Project Manager
Business Initiatives & Support Services
(email) RFP@vch.ca

From: Heather Campbell [<mailto:hcampbell@bccare.ca>]
Sent: Thursday, October 10, 2013 11:48 AM
To: RFP
Cc: Berg, Shannon [CORP]; Daniel Fontaine
Subject: RFP 2013-BISS-008 - Timelines

Dear Jordan,

I write with respect to the short timelines in RFP 2013-BISS-008 (the RFP). As you know, the RFP was issued Friday, October 4, 2013, with an important addendum being issued on Tuesday, October 8, 2013. The RFP's deadline for inquiries is Tuesday, October 15, 2013 and the closing time is on Monday, October 21, 2013. This only provides 11 calendar days to submit inquiries, and a two week (17 calendar days) bidding period.

I am advised that VCH's normal practice is to provide a two month bidding period. Please provide clarity on VCH's bidding period policy. In particular, please let me know the reason why this RFP's bidding period was so short, as I need to respond to our members who are asking why the usual practice was not followed in this case.

I look forward to hearing from you.

Thank you.

Sincerely,

Heather Campbell, LLB
Director of Policy & Research
BC Care Providers Association
301 - 1338 West Broadway, Vancouver, British Columbia V6H 1H2
604.736.4233 ext. 228 | hcampbell@bccare.ca | www.bccare.ca | [@bccareproviders](https://twitter.com/bccareproviders)

25 October 2013

VIA EMAIL

Vancouver Coastal Health Authority
BISS
905 – 601 West Broadway
Vancouver, BC V5Z 4C2
RFP@vch.ca

Attn: Jordan Mador, Project Manager
Business Initiatives & Support Services

Dear Mr. Mador:

As you know, on October 10, 2013, our Association expressed concern with the short timelines in RFP 2013-BISS-008. While Vancouver Coastal Health (VCH) has extended the closing date, it is our position that the extension has caused further unfairness.

First, the initial closing time was 4:00 p.m. on Monday, October 21, 2013. To our knowledge, the extension notice was not posted until after 2:00 p.m. that day. Providing less than two hours' notice defeats the purpose of the extension. With no guarantee that an extension would be granted, proponents would have worked hard to finalize and submit their proposal by the initial deadline. For the extension to have been meaningful, reasonable notice should have been provided.

Second, given the short notice, the extension has potentially created two classes of proponents. There may be proponents who submitted their proposal before the extension notice, and others who had not submitted their proposal for any number of reasons. The latter group will have an extra week to prepare and finalize their materials. The additional time may give them an advantage over those who had already submitted their proposal.

Third, the one week extension falls short of industry best practice. As we stated in our October 10th correspondence, a minimum of six to eight weeks would provide potential proponents a reasonable opportunity to compete. It is our opinion that the one week extension is not in accordance with clause 6.3.2(a)(8) of the Government Core Policy and Procedures Manual.

We trust that future RFP processes will be governed in a fair and reasonable manner.

Sincerely,

A handwritten signature in black ink, appearing to read 'Daniel Fontaine', written in a cursive style.

Daniel Fontaine
Chief Executive Officer

cc: Shannon Berg