



**Coast Foundation Society  
2010-2011  
Board Committee Annual Reports**

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If you have any questions or would like further information about Coast's 2010-2011 Committee Reports, please contact Carolyn Hampton, Coordinator, Executive & Governance Services at [carolynh@coastmentalhealth.com](mailto:carolynh@coastmentalhealth.com) or 604-675-2319.



## **Coast Foundation Society 2010-2011 Board Committee Annual Reports**

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### **Audit and Finance Committee**

The Audit and Finance Committee has a general mandate to assist the Coast Foundation Society Board of Directors with monitoring and reviewing the acquisition, management and development of the human, physical and financial resources of Coast Mental Health. The Committee is also responsible for overseeing the preparation of the annual budget and advising the Board of Directors on financial policies and strategies as appropriate.

I am pleased to report that for the fiscal year ended March 31, 2011, Coast achieved an operating surplus of \$455,246, primarily as a result of recognizing the gain on sale of real property (three Satellite Units) of \$ 516,869. It should be noted the Board of Directors approved as an organization budgeted deficit forecast for 2010-2011 of \$(371,853).

While this operational surplus should not be considered as available cash, it does serve to highlight the success of prudent fiscal management applied during the past fiscal year in the midst of one of the most serious global economic crises in history combined with significant government funding reductions as it pertains to administration costs.

The operational surplus, as in past years, will be used to address standing issues that include: funding internally-restricted items including sick and severance reserve, enhancing capitalized assets, funding replacement reserve shortfalls, and most recently assist in both property acquisitions and debt payments to reduce / eliminate principal mortgage amounts.

The Audit and Finance Committee, in cooperation with the Board of Directors, approved for the 2011-2012 fiscal year a budgeted deficit of \$267,701.

Lastly, a big thank you to Tom Gill, CMA, Controller and his Accounting Department at Coast, along with our Auditors KPMG LLP, for a successful 2010-10 fiscal year end audit.

Susan Dujmovic, Chair  
Audit & Finance Committee

Audit & Finance Committee members: Susan Dujmovic (Chair), Robert Cantwell, Rob McLeod, Debra Thomas, Michel Roy  
Staff Resource: Tom Gill, Darrell Burnham, Carolyn Hampton



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### Ethics Committee

There may be some who would be surprised that Coast has a group called the 'Ethics Committee'. So perhaps it would be a good idea to talk a bit about why that is and what it's all about. Well for starters, let's think about the word 'ethics'. A quick search of your favourite dictionary will likely turn up something like this:

- Ethics addresses questions about morality; that is, concepts such as good and evil, right and wrong, virtue and vice, justice, etc. (*Wikipedia*); or
- Ethics is the rules of conduct recognized in respect to a particular class of human actions or a particular group, culture, etc.: medical ethics; Christian ethics. (*Dictionary.com*); or
- Ethics is the philosophical study of the moral value of human conduct and of the rules and principles that ought to govern it; moral philosophy (*World English Dictionary*).

In any case the sense here is that ethics has something to do with determining human conduct in terms of what is right or wrong and contemplates rules that act as a guide for our conduct.

Most of what we do at Coast represents a major part of health care and many health care decisions and practices have profound ethical implications. Just about every sort of interpersonal or group interaction with our members, their families, other health care providers, government agencies, police authorities and the general public often involve matters concerning what is good and right for our members as well as having a significant impact upon the interests of Coast staff and volunteers. The Ethics Committee is a resource to assist with all of that. As described in the Coast Foundation Society Board Policies, the mandate of the Ethics Committee is:

*The Ethics Committee serves the entire organization by encouraging and supporting ethical reflection, critical analysis and high standards of conduct that reflect organization values and beliefs. The committee strives to create a forum for moral dialogue and facilitates ethical processes for democratization and conflict resolution within the organization.*

The Committee applies this mandate in three ways:

1. Education, with a view to building a culture of sensitivity, respect, acceptance, knowledge and skill through education which is available



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- to Coast's staff, clients, family members, volunteers and other stakeholders;
2. Policy development and review by ensuring that ethical principles are reflected in policies and decision making in the organization. The Committee assists the organization in the development of policies and procedures regarding ethical issues which arise in the care of clients and service provision as well as providing analysis of the ethical aspects of existing or proposed policies; and utilizing
  3. Case consultations to advise and facilitate Coast's staff, clients and families in making ethically sound and defensible decisions. The committee creates a forum for analysis of ethical questions which arise in the course of service delivery, budget allocation or human resource management.

Case consultations are conducted in a confidential setting and offer assistance in sound ethical decision making in terms of real circumstances on an ongoing basis. It is important to understand that the role of the committee is supportive only; ethical decisions regarding our members are made by the people who compose the Coast team. The Committee does not direct these activities. Nor does the Committee dwell on matters of legality. Much of all of our daily activities and behaviour toward others is governed by a plethora of laws and regulations and although these may become a component of our discussions, the Ethics Committee makes no attempt to reflect upon the legitimacy of these matters. Typically case studies come to the Committee through staff input which has been facilitated this year with the addition of an email referral service called, [ethicscorner@coastmentalhealth.com](mailto:ethicscorner@coastmentalhealth.com). Whereas the specifics vary from case to case, typical themes that the Committee has addressed include:

- The ethics of stigma;
- disagreements between care providers or between providers and clients, or clients families regarding the nature of the care provided;
- withholding or withdrawing services;
- privacy and confidentiality;
- information sharing between other agencies or with the police in potentially criminal matters;
- staff safety with respect to possible aggressive behaviour;
- decisions involving budget allocations which create ethical implications for clients, staff and other stakeholders; and
- decisions involving ambiguity in the interpretation of the organization's code of conduct.



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Summaries of the Committee's discussions are now routinely posted in Executive Director Darrell Burnham's e-newsletter, *Weekly Update* along with an ongoing call for case studies and other ethical issues.

Representing the staff, committee members include Colleen Doty, Emma Charman, Tracy Schonfeld, Winnie Yung, and Cathy Taylor. In fact all of Coast's staff and volunteers are welcome to attend our meetings which are typically held at noon on the last Friday of each month in the Coast offices in Vancouver.

The Committee is especially thankful for the ongoing participation of noted ethicist Dr. Alister Browne, who is a Clinical Associate Professor of Ethics in the Faculty of Medicine at the University of British Columbia. Dr. Browne is also a member of the ethics committees of Vancouver Hospital, GF Strong and George Person Centres, British Columbia Children's Hospital, Sunny Hill Hospital, and Burnaby Hospital. He sits on the Board of Directors of the B.C. Civil Liberties Association, and is the Canadian Correspondent for the Cambridge Health Care Ethics Quarterly.

Lastly I cannot say enough about the truly wonderful work of Beata Zaleska, Program Director, Coast Forensic Cottages Concurrent Disorders Transitional Program. Although I have the honour of holding the Coast Foundation Societies Board of Directors' designation as the Chair of the Ethics Committee, in fact it is Beata who assembles the information, organises all of the meetings and keeps us all on track when our oft-times exuberant discussions stray off target. My thanks to all the staff and volunteers who participate and especially to the good people who provide us with the important and meaningful material that fills our agendas.

Bob Kucheran, Chair  
Ethics Committee

Members of the Ethics Committee: Bob Kucheran (Chair), Alister Browne,  
Consulting Ethicist  
Resource Staff: Darrell Burnham, Beata Zaleska, Colleen Doty, Emma  
Charman, Tracy Schonfeld, Winnie Yung, and Cathy Taylor



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### **Governance Committee**

The role of the Governance Committee is to advise and make recommendations to the Board of Directors on processes and procedures which will improve the quality of the Board's governance of the Coast Foundation Society, including the means of involvement of all those currently and potentially receiving services, employees, and other stakeholders.

Two key areas of focus of the Governance Committee were the ongoing monitoring of Coast's Strategic Plan and the continued review of the Board of Directors composition recruitment and structure.

Monitoring of the Strategic Plan included a mid-term assessment of progress completed as part of the annual board retreat.

Review of the Board of Directors composition, recruitment, and structure continued throughout the year. This process is intended to help optimize key aspects of Coast governance, including processes for gaining input from Coast clients and members and ensuring we are making effective use of the valuable time contributed by our volunteer board members.

Key activities of the Committee this year included:

Completing a review of the CFS bylaws, resulting in several resolutions being introduced at the AGM this year.

Reworking the process used for the Open Spaces forum, a key vehicle for providing client and member input to the board. The Open Spaces forum is now being run as a series of smaller sessions at multiple coast locations in order to create more options for clients, members and directors to attend.

Other accomplishments of the Committee over the past year include:

- Completion of the annual Board Self-Assessment Survey;
- Ongoing development and maintenance of the Board policies;
- Ongoing development of an orientation/training plan for Board members including attendance at the Vantage Point Board Chair Academy by Chair Peter Gibson and Director Maurice Bridge.

A key focus areas for the Committee over the next year will be leading a process to review and refresh the Coast Strategic Plan.



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The 2009/2010 year was again an exciting time for Coast. I would like to thank Committee members for their very important contributions.

Keith Elliott, Chair  
Governance Committee

Members of the Governance Committee: Keith Elliott (Chair), Maurice Bridge, Michael Faithfull, Margaret Perry, Renea Mohammed, Bob Kucheran  
Peter Gibson Resource Staff: Darrell Burnham, Carolyn Hampton



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### **Human Resources Committee**

The Human Resources Committee oversees the general development of Human Resources strategy and advises the Board of Directors and the Executive Director on key human resources issues. This responsibility includes but is not limited to the provision of advice and guidance with respect to labour agreements, policy development, pertinent human resources developments, the Human Resources Plan, exempt staff compensation and the recruitment of the Executive Director.

The Human Resources Committee has been working diligently in an effort to become more proactive in its advice, and more supportive of the Coast Human Resources Department which is challenged by the growth of the organization and the increased human resources services expected of a larger organization. This is perhaps best exemplified by record setting recruitment activities due to the growth of Coast; the increased frequency and sophistication of mandated criminal reference checks of staff and increasingly onerous WorkSafeBC regulations and inspections. In addition, there is considerable time and effort expended in managing staff bumping under the cumbersome language of the collective agreement; and there has been a slight uptrend in grievances likely a result of the increased size of the organization and the typical increase in grievances that usually precede collective bargaining.

Headed by a new chair, the Human Resources Committee's mandate was widened by the Board to include the review and provision of advice with respect to labour agreements. In addition, the Committee meeting schedule was amended to increase the frequency of meetings with the goal of accomplishing additional objectives.

Subsequent to the last AGM, the Committee has met regularly for the purpose of accomplishing the Committee's 2011/2012 goals and objectives which are summarized below:

- Assisting the Executive Officers of the Board in conducting and monitoring the outcome of a performance review of the Executive Director
- Establishing new goals and objectives for the Committee
- Reviewing and amending as necessary the Terms of Reference for the Committee
- Preparing a succession plan for the Executive Director



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- Assisting staff in the preparation of a semi-annual statistical report on a wide range of human resource activities at Coast
- Assisting staff in the preparation and monitoring of a learning needs assessment
- Conducting a comparative compensation review of the Executive Director's total compensation
- Reviewing the compensation and benefit plans of the Excluded staff
- Reviewing the hours of work issues for a specific group of staff members

Many of the foregoing goals and objectives are already completed or in an advanced stage of completion. These can be summarized as follows:

- Reviewed and revised the Committee Terms of Reference
- Reviewed and revised the Succession Plan policy for the Executive Director
- Established new goals and objectives for the Committee
- Assisted the Executive Officers of the Board in their ongoing review of the performance of the Executive Director
- Commenced the process of preparing a semi-annual statistical human resources information report
- Commenced the process of reviewing the total compensation of the Executive Director

The members of the Human Resources Committee are dedicated to supporting Coast and improving the efficiency and effectiveness of the organization. We look forward to our continued participation in and contribution to this fine organization.

Allan Woodbury, Chair  
Human Resources Committee

Members of the Human Resources Committee: Allan Woodbury (Chair),  
Peter Gibson and Margaret Perry  
Resource Staff: Darrell Burnham, Marty Norgren and Carolyn Hampton



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### Nominations Committee

The Nominating committee is pleased to present this report. Coast Foundation Society's Board is made up of a maximum of 18 volunteer directors who govern the affairs of the organization. Directors are elected or appointed for two year terms and may sit on the board for a maximum of three 2-year terms before retiring. The Board is comprised of a maximum of 12 at-large directors and 6 client directors.

Coast has been well served by skilled and dedicated directors. We thank those directors who are retiring for their service to Coast and those who are continuing or seeking appointment for their continuing interest.

Directors who are retiring after this meeting, or who have left the Board during 2010/2011

Robert Cantwell    Peter Ng    Margaret Perry    Michel Roy

Directors who are continuing on the Board (elected last year for two-year terms)

Susan Dujmovic\*    Keith Elliott\*    Michael Faithful\*    Robert Kucheran\*  
Rob McLeod\*    Debra Thomas\*    Allan Woodbury\*

To be appointed for two year terms to "at large" positions on the Board

Maurice Bridge\*    Peter Gibson\*    Kathy Kinloch    Renea Mohammed\*  
Susan Wannamaker.\*

Due to a recent resignation one vacancy remains outstanding.

#### **\* Current Incumbent Directors**

According to our current By Laws to provide fair representation from all areas of Coast, at least one client member shall serve as a Director from each of the following areas:

Resource Centre Coast    Clubhouse/PACT  
Apartment/Housing Programs    Community Homes and Cottages

There is one returning Director \*Michael Faithful (Apartment/Housing) elected last year for a two year term. We have four positions vacant and need at least one representative from Resource Centre, one from



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Clubhouse/PACT and one from Community Homes. As there were no nominations for Community Homes/Cottages and the Club House/PACT, these positions remain vacant for the moment.

To be elected for two year terms:

Returning Director \*Gail McGonigal (Apartment/Housing).

New Directors, Ian Sadler (Resource Centre) and Shurli Channe (Resource Centre).

Margaret Perry, Chair  
Nominations Committee

Members of Nominations Committee: Margaret Perry (Chair), Allan Woodbury, Resource Staff: Darrell Burnham



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### Quality Improvement & Risk Management Committee

The Quality Improvement and Risk Management Committee which is accountable to the Board of Directors, provides advice with respect to quality improvement and risk management issues. This responsibility includes recommending and supporting Coast's Continuous Quality Improvement initiatives, including Risk Management.

In preparation for the upcoming accreditation process, we have conducted a thorough review of the Board's policies and procedures. This exercise, which was conducted over the past four months resulted in Board members reviewing a total of 36 Board policies, 24 of which were updated with changes and subsequently approved by the Board. There were two new policies approved as well. Operational policies and procedures are continually reviewed and updated as necessary with lists provided to the committee as part of the Director's report.

In keeping with current trends during our policy review we updated our Vision, Mission and Values Policy with new value statements which were circulated widely within the organization to obtain staff feedback prior to receiving approval by the Board.

The committee, which met eight times over the past year, scheduled some of its meetings at various service areas of Coast including the Resource Centre, Club House and Community Homes. Members of the Committee recognized these site visits as a learning experience as they were provided with an opportunity to share information and to learn more about each of the service areas. Staff presentations focused on specific areas of interest to Board members and reflected the goal of ensuring that quality improvement activities were a priority in the organization.

We have acknowledged the hard work and dedication of our staff and will continue to do so to improve the lives of those we serve. However, in the coming year with an emphasis on continuous quality improvement we have challenged staff to focus their efforts on one of our new value statements regarding working relationships:

.....**"We encourage individuals and groups to work side by side to share in each other's wisdom, and effect greater change."**



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Our committee is pleased with the efforts made by staff over the past year in improving service quality. Although we are proud of their accomplishments, we believe that staff can improve our services and be more efficient and cost effective by breaking down barriers within the organization. We owe this initiative to those who provide funding to carry out our good work.

The Committee is also responsible for monitoring risks to the organization to ensure that incidents are investigated and that appropriate actions are taken to minimize those risks in the future. The organization has provided staff training in First Aid, Suicide Prevention and Safety. Six sentinel events were reported to the committee for the current year, however following a review these were declassified as they did not meet the criteria for a sentinel event. The incidents were investigated and appropriate follow-up action was taken in each case. Three sentinel events logged since April 2011 are still under review. Although our bed-bug infestation rate has increased by 12 cases over the previous year we have increased the number of units in operation probably contributing to the growth in the numbers as well new staff may not be familiar enough with our procedures. As a cost effective measure we have trained staffs to deal with this issue efficiently and effectively internally as opposed to contracting this service out.

Margaret Perry, Chair  
Quality Improvement and Risk Management Committee

Members of Quality Improvement Risk Management Committee:  
Margaret Perry (Chair), Peter Gibson, Susan Wannamaker, Gail McGonigal,  
Michel Roy

Resource Staff: Darrell Burnham, Carolyn Hampton, Rhonda Rector, Renay Bajkay, Tracy Schonfeld