101-33140 Mill Lake Rd,
Abbotsford, BC V2S 2A5
Phone: 604-852-7888
Fax: 604-852-7801

Board of Directors

Handbook

Dec 2023

Table of Contents

Table of Contents	*2*
History of The H.O.M.E. Society	*3*
The H.O.M.E. Society Philosophy	*4*
Mission and Value Statement	*5*
H.O.M.E.S Supports and Services	*6*
Strategic Plan 2023-2028	*7*
Policy A-30 Roles of the Board of Directors	*10*
Policy A-40 Signing Authority	*18*
Policy A-50 Policy on Ethics	*19*
Policy A-80 Society Membership	*26*
Policy A-90 Board of Directors Orientation	*27*
Policy A-150 Board of Directors Code of Conduct	*28*
Policy A-190 Strategic Planning Policy	*29*
Policy A-200 Board Education and Development Policy	*30*
Policy A-210 Board of Directors Conflict of Interest Policy	*31*
Policy and Procedure Manual	*33*
Board of Directors Annual Self Evaluation	*33*
Executive Director Evaluation	*33*
Board of Directors Self Evaluation Form	*34*
Executive Director Evaluation Form	*36*
Contact List	*38*
Organizational Chart	*39*

The History of the H.O.M.E Society

The H.O.M.E. Society was formed to respond to the needs of 16 individuals who had not succeeded in previous attempts to leave institutional life and return to the community.

The society grew out of a coalition of managers from 5 existing societies, family members and staff from the former institution.

There was also a commitment on the part of the funders (The Ministry of Children and Families, now CLBC) to work closely with H.O.M.E.S in developmental stages. Many of the support services were consolidated within the agency for quick response.

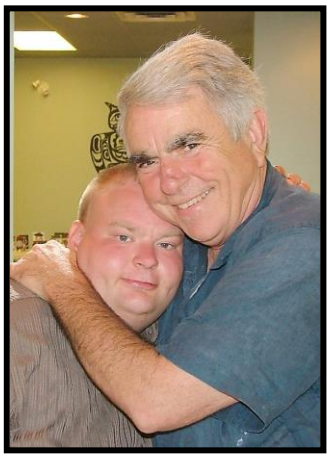
Finally, there was a major focus on the environment and neighborhood. Homes were designed to allow the men and women we serve to succeed despite challenging behaviors. Working closely with BC Housing and the architects enabled us to find rural sites, which allowed distance from neighbors and enough space and options to allow energetic and productive living in a community setting.

From it's beginning, H.O.M.E.S has maintained a strong commitment to listening to the needs of individual's and families. Our supports and services must honor this group above all and we strive to continue to create new and innovative supports. This belief results from the fact that our services directly and deeply affect the quality of life of those receiving them. We are committed to being a leading Society to assure the services we provide are of the highest standards.

Our H.O.M.E.S Philosophy

The Society believes that people with disabilities should enjoy the rights and responsibilities of all citizens. They should participate in decision-making in all aspects of their lives and should be fully included in their community H.O.M.E.S also welcomes the families and other significant persons in the lives of disabled persons be they former staff, friends or professionals. It is hoped that their experience and caring will assist the men and women we serve to live in the community as dignified and valued citizens. Furthermore, their participation will enable people to live richer and more satisfying lives and will assist H.O.M.E.S in ensuring a good quality of care.

The H.O.M.E. Society has adopted a philosophy of Gentleness as advocated by Dr. John McGee Ph.D. The goal of Gentle Teaching is companionship. Rather than try to change those we serve we seek to change ourselves and the environment to allow those we serve to feel safe, loved, loving and engaged. John McGee has trained many of our key staff as mentors. John has done many hands-on sessions in our homes and has completed training across the province that involved 250 staff. Sadly, John passed away in 2012.



The H.O.M.E.S philosophy is one where by, the needs; rights and wishes of the individual are paramount. H.O.M.E.S recognizes that the values, beliefs, and life histories of all participants color each perspective.

H.O.M.E.S is aware that conflict can arise in many aspects of the delivery of services to people with disabilities. There are many people and organizations involved in the process of service delivery, including the individual, the family, the care givers, supervisory staff, the Board, the funding agencies, community monitoring groups, members of the community and many more.

H.O.M.E.S believes that communication plays a key role in the prevention of conflict. Hence, each perspective carries its own merit and must be heard and considered. Furthermore, we believe that if our perspectives are presented respectfully and in a rational manner they are more likely to be considered. Finally, we believe that in most instances of conflict there is a common goal, which is the person we serve. We see ourselves, necessarily, in a leadership role in the process that will result in recognition of the common goal and establishment of a process, which will allow us to work toward it.

Our Mission Statement and Values

H.O.M.E.S. is committed to:

- Welcoming men and women who need a supportive home in the community by embracing the Philosophy of Gentle Teaching.
- Linking with family, friends and neighbors to provide a circle of support for those we serve
- Supporting the community in which we live and work, contributing to the local economy, agencies and events, and sharing the gifts and skills of those within the H.O.M.E. Society.

Our Values

- Ethical Conduct
- Awareness of moral duty
- Responsibility and accountability in all aspects of our operations
- Pursuit of excellence
- Honesty and integrity
- Fairness and equality
- The celebration of cultural, ethnic, and spiritual diversity

H.O.M.E.S Supports and Services

1. *Services*

At H.O.M.E.S, we currently support over 100 individuals in a wide variety of living situations. The society has over 100 homes located in the Fraser Valley, mainly in the Abbotsford area.
We support individuals in traditional shared homes of four persons, individual one or two-person homes and Shared Living. Our homes provide a safe and supportive environment, individualized for each person we support.

The following outlines the different options we provide for Staffed Services:

a. Traditional four bed licensed homes.
b. Single person homes where an individual receives 24/7 supports through rotating unionized caregivers.
c. Two-person home, separate living areas but with a shared overnight caregiver.
d. Shared Living is the largest service which H.O.M.E.S provides. This requires caregivers who are able to make a long-term commitment to providing in-home support for an individual. Permanent contractors are often selected from those who have worked for us as a caregiver for a period of time. The relationship has been established prior to being deemed a Shared Living contractor. The philosophy behind Shared Living is that people are happiest when they feel they are a valued and integral member of a family unit. This is the cornerstone of the service.

2. *Day Services & Supports*

a. H.O.M.E.S Work Crew
At H.O.M.E.S, our work crew is busy landscaping, power washing and providing help with the maintenance of our homes and neighbor's yards. Our focus is for the people we support to develop life skills, acquire work experience and first and foremost, the ability to enhance their sense of self worth.

b. Day Services and Supports
Currently, we work together with CLBC to provide day supports for folks who may be living at home or in a private care situation. We recruit from our database of experienced caregivers to find the right match for the person being supported. Based on the person's interests, the supports and activities are tailored to meet their needs.

c. Respite Services
The H.O.M.E Society provides respite services to a variety of people. The goal of respite services is to provide additional support, rest and renewal for the primary caregivers and at the same time, ensure a safe, enjoyable and meaningful experience for the person in care.

The H.O.M.E. Society Strategic Plan 2023-2028

The Strategic Plan is a document developed for purposes of outlining the goals and objectives of the organization over the next five years. We like to think of it as a "Road map to achieve agency wide goals". This Plan/PATH was developed as a result of a collective effort involving Board members, Community Partners, Employees, Friends and Families, Contractors and the Management Team. Reports are done bi-annually to ensure goals and objectives are met in a timely fashion. Progress will be monitored by the Management Team and Board of Directors.

H.O.M.E.S gathered input/ideas/hopes and dreams for our 2023-2028 Strategic Plan from its five stakeholder groups. (surveys, meetings, emails and phone calls.)
The groups included:

- *Families*
- *Contractors*
- *Community Partners*
- *Employees*
- *And our most important stakeholder group: Persons Served.*

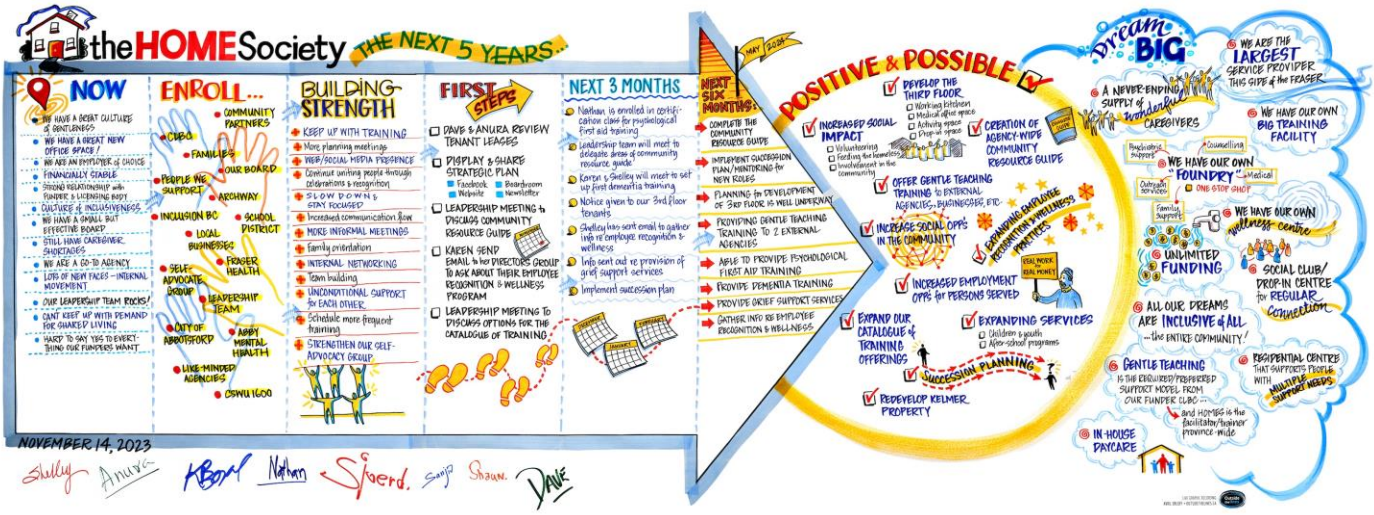
We asked:

- "What would you like to see happen at H.O.M.E.S in the next five years?"
- "What are your dreams for the agency?"
- "What can we improve upon?"
- "What services will be provided? Any new services?"

These questions proved to be very thought provoking and some wonderful conversations ensued. All thoughts and ideas were documented using the P.A.T.H process which encouraged very interactive and colorful discussions.
The following is a compilation of the common themes that emerged from across all of our stakeholder groups.

- Increased involvement in the community, including giving back through blanket drives and volunteering.
- Career advancement opportunities.
- Health and Wellness/appreciation for employees/personnel.
- Increased communication.
- A guided support group for contractors.
- Fundraising for Dreams (Activities/trips etc)
- Increased mentorship and education for persons served.

This is the completed PATH of our 2023-2028 Strategic Plan.



Avril Orloff, owner of “Outside the Lines”, worked with our team to add this critical visual dimension to our Strategic Plan. We are very grateful for Avril’s talents as well as her guidance throughout the process.

A.30 Board of Director's (Roles)

The management and control of the society shall be vested in a board of directors to consist of not less than five or more than twenty members who shall be elected at the Annual General Meeting. All directors shall be elected for a term of two years. No person shall be eligible to serve as a member of the board of directors for more than 5 successive terms.

Officers of the board of directors shall be a President, Vice-President, Secretary, Treasurer and immediate Past President. These officers shall be elected from amongst their members at the first meeting of the board following the Annual General meeting. They shall act for two-year terms and elections take place at the AGM. No officers shall hold the same office for more than 3 successive years.

President

- Prepare an agenda and preside at all meetings of the board of directors and of the society and shall call special meetings of the board of directors whenever he/she deems necessary.
- Talk with and listen to all directors.
- Chair the finance committee
- Supervise the other officers in their duties.

Vice-President

- Shall perform the duties of the President in the event of his/her absence, resignation or inability to perform his/her duties.
- Replace any table officer in his/her position when that board member is away from a meeting.
- Replace any officer on leave until such time as the board designates an interim officer.

Past President

- Shall be a special advisor to the board
- Have all the rights and responsibilities of a table officer for one term (two years)

Secretary

- Shall attend all meetings of the society and the board of directors and keep a clear record of all minutes thereof. He/she will also issue notice of meetings to the society and directors and maintain the register of members.
- Carry out all correspondence of the society including attendance, resignations, and register of members.

Treasurer

- Shall keep a clear and correct amount of all receipts and expenditures, and perform any duties pertaining to the office not herein specified and shall receive all money the property of the society and deposit such money in the name of the society in such bank or keeping, as the directors may from time to time decide.
- Shall be custodian of the seal of the society and all books, papers, records, correspondence, contracts, and other documents, belonging to the society which he/she shall deliver up only when authorized by a resolution of the board of directors to do so. The treasurer shall also render financial statements to the directors, members and others when required.

Directors

- All directors must be members of the society and not be employees of the society
- Directors must stay “members of good standing”.
- Directors shall be elected for a 2-year term, and may not serve on the board for more than ten years.
- The number of directors shall be not less than 5 and not more than 17.

Board Membership

1. At the Annual General Meeting of the Society, the President and Secretary will be elected for terms of 2 years. The Vice-President and Treasurer will be elected for one-year terms.
2. Separate elections must be held for each office to be filled. If a new person in that position is not elected, then the person previously in that position continues to hold office.
3. The directors will ensure that at least 20% of Board members are self-advocates, up to a maximum of four.
4. The President, Vice-President, Secretary, Treasurer, Past President and if agreed by the members at a general meeting, one or more people are the Officers of the society.
5. They shall be elected for terms of 2 years. No person shall be able to serve in one table officer’s position for more than 3 years in a row.

6. After serving in one position for 3 terms in a row, an officer must stop being an elected director for at least one year before being allowed to run again for election.

Election of Board members

Nominations may be made by:

- By a duly authorized nominating committee,
- By the chair,
- From the floor, and
- In writing.

A member of the Society can make a nomination if:

- He is a member in good standing,
- Has been a member for at least 30 days before the Annual General Meeting.
- Provides written acceptance of the nomination if the nominee is absent.

A member of the society can accept a nomination and run for election if:

- He is a member in good standing,
- He has been a member for at least 90 days before the Annual General Meeting.

The Director's may from time to time appoint a person to be a member to fill a vacancy on the Board. They will hold the position only until the next Annual General Meeting of the Society. They can be re-elected at that meeting.
The members may, by ordinary resolution, remove a director, before the end of his term of Office, and may appoint a replacement to finish the term of Office, if they believe that the Director is:

- Working in opposition to the stated goals, policies and principles of the Society,
- Or, bringing discredit or disrepute to the society as a result of immoral, unethical or criminal acts.

The Directors may also approve a Leave of absence of up to 6 months if requested by a Board Member, for business, health, family or similar reasons. The Board will appoint an interim officer if the Director on leave is an Officer.

Board Meetings

The Director's may meet together at places that are reasonable for them to conduct business, manage and adjourn (end) their meetings.
The President is the chairperson at all General and Director's meetings of the society. If the President is not present, the Vice-President will act as chairperson.

Committees

The directors may give some, but not all, of their powers to committees made up of any Director(s). The board has the power to delegate (assign) work to either "standing" or "ad hoc" committees in order to work more effectively. Standing committees are committees which are meant to exist on an ongoing basis while ad hoc committees are generally formed for specific purposes.

Governance and Management

In General terms, the board;

- Ensures the board complies with relevant laws and regulations.
- Supports Individual safety and health initiatives within the organization.
- Participates in and approves plans for the future
- Monitors and minimizes possible risk to the H.O.M.E. Society
- Oversees the work of the Executive Director(s) and the management team
- Oversees internal and external communication
- Ensures that finances and information are managed and distributed accountably.

The Executive Director(s) and the Management team are responsible for but not limited to;

- Hiring and personnel decisions.
- Approving operational procedures, protocols and operational policy revisions.
- Ensuring that communications, budgeting, payroll and record keeping are all done in accordance with policy and legal requirements.
- Dealing directly with affected and involved people such as Individuals, employees, families, Ministry employees, and other professionals.
- Ensuring that all H.O.M.E.S. property is safe, insured, inventoried, and properly maintained.
- Ensuring that all individuals, caregivers, and people affected by H.O.M.E.S. operations are as safe as possible.
- Ensuring that all work is done as efficiently as possible.
- Reporting back to the board on an ongoing basis.

All board members and Directors must follow the policies & procedures set out in the H.O.M.E.S. manual in regards to;

- Code of Ethics
- Conflict of Interest
- Privacy and Confidentiality
- And any other policies concerning administration, legal & ethical.

Reviewing the Executive Director(s) Performance

The Executive Director(s) performance will be closely watched through formal and informal ways. The whole Board is responsible for evaluating the Executive Director(s). The Executive Director(s) job performance will be reviewed and checked only in relation to the agreed-upon job goals (which include The H.O.M.E. Society meeting the goals of the Board's policies, and the responsibilities written in the Executive Director(s) job description). The following rules apply when reviewing the Executive Director(s) job:

- Decisions or instructions of individual Board members, officers or committees have no power over the Executive Director(s) except in rare cases when the Board agrees to make a special arrangement.
- The Board will not give instructions to persons who report directly or indirectly to the Executive Director(s).
- The Board will not evaluate, either formally or casually, any employees except for the Executive Director(s).
- The Board will review the Executive Director(s) performance as one way to review The H.O.M.E. Society's success at meeting its goals. For example, when the Board's goals are met, the Executive Director(s) will be seen as performing effectively.
- The Board will develop a way to officially review and evaluate the Executive Director(s), which must include regular collecting of information to help make decisions about what type of job he/she is doing. One of the following three ways for deciding if the Executive Director(s) is doing a good job may be used by the Board:

  (a) An inside report where the Executive Director(s) gives examples of meeting The H.O.M.E. Society's goals;

  (b) an outside report where someone not connected to the Board in any way is chosen by the Board to see if the Executive Director(s) is following the rules of the Board; or

  (c) The Board will select one or more members of the Board to see if the Executive Director(s) is following the rules of the Board and meeting The H.O.M.E. Society's goals.
- The review and evaluation of the Executive Director(s) is regarded as an effective way of determining if The H.O.M.E. Society's goals and policies are being met.
- All policies that give direction for the Executive Director(s) to follow up will be checked regularly in a way chosen by the Board. The Board can check a policy at any time, but usually they do an annual Policy review.
- The Board will communicate any changes in the way it reviews the Executive Director's job to the Executive Director(s).

Annual Evaluation of the Executive Director

One of the key responsibilities of The H.O.M.E. Society's Board of Directors is the performance evaluation of the Executive Director(s). It is important to conduct an annual evaluation with the Executive Director(s) to outline their achievements and areas for improvement. This evaluation is also an opportunity for the Board to communicate formally with the Executive Director(s) about goals and planning/performance of the Association, as directly related to the Executive Director's strengths and limitations. The evaluation will include a review of overall corporate performance and individual performance and professional development versus targets/goals as established in the current strategic plan.

Usually, at the same time as the annual evaluation of the Executive Director(s), the board will review and approve the current succession plan.

The H.O.M.E. Society Board of Directors will conduct the annual evaluation at the June Board Meeting.

The Board of Directors will make recommendations about the Executive Director(s) compensation (if necessary). During this meeting, all Board members have an opportunity to give their feedback and input into the evaluation, as well as the goals and action plans for the upcoming year.

Once the Board completes the annual evaluation(s), they present it to the Executive Director(s) after the Board meeting has ended. The Executive Director(s) will have an opportunity to give input into the goals and objectives. The annual review(s) must be signed by the Board Members and the Executive Director(s).

If a disagreement occurs about the evaluations between the Board and the Executive Director(s), the Executive Director(s) will submit his or her assertions in writing within 14 days of the evaluation date. This document is reviewed and discussed with the entire Board at a mutually agreed-upon date.

Regardless of the evaluation process used, the Executive Director(s) needs feedback from the Board all year round. The on-going and formal feedback should include acknowledgement for work the Board is pleased with, as well as immediate feedback for areas of concern. Effective, consistent, and timely communication is very important to building the relationship between the Board and the Executive Director(s).

A formal performance review is only one component of the on-going communication and relationship between both parties. In turn, a positive working relationship between the Board and Executive Director(s) will ensure great planning, organization, and quality of the Agency's services, supports and goals.

Note: Due to the extensive work it takes to fully evaluate the Executive Director(s), the Board will conduct a thorough review once every three years. However, to ensure a review is completed annually, the Board will review the Executive Director(s) performance in regards to the performance goals established through the evaluation and other goals that are jointly established with the Board throughout the year.

Executive Director Compensation

The Board will review the Executive Director(s) compensation in conjunction with the annual evaluation. The Board will make their recommendations based on the following considerations:

- Resources available
- Outcome of the performance review

- A comparative analysis to other equivalent positions, including base pay, incentive plans, benefits plans and perquisites.

When a decision has been made of a change in the existing Executive Director(s) compensation, the board will ensure the following is documented:

- Terms of compensation arrangements
- Approval date
- Names of Board members involved in the decision
- Data used in the compensation decision (Analysis etc.)
- Disclosures of any conflicts of interests

Executive Director(s) Duties

Please see Policy D.70 for Executive Director Job description.

Executive Director(s) Limitations

The Executive Director(s) will not start or allow any practice, activity, decision or situation at The H.O.M.E. Society that is either against the law, unsafe, or against the rules of professional business behavior.

The following rules apply to the Executive Director(s):

- The Board recognizes that there may be times when situations come up where the Executive Director(s) will have to choose between two or more Board policies.
- During those situations, the Executive Director(s) is responsible for bringing the conflict to the attention of the Board and to get direction about which Board policy is more important at the time.
- In situations involving the individuals getting services or those applying to get services, the Executive Director(s) will not start or allow any situations, services, or decisions to exist that are not safe, not respectful, and do not honor a person's privacy (confidentiality).
- In situations about the treatment of paid and volunteer caregivers, the Executive Director(s) may not start or allow situations that are not fair or not respectful.
- Budget planning during the financial business (fiscal) year of The H.O.M.E. Society will not: affect or move away from the Board's goals, allow risky situations that result in less money/funding; and allow the opportunity to complete needed planning for the future.
- Information and advice to the Board will be on time, complete, and true.
- All items that belong to The H.O.M.E. Society are considered 'assets' and must be protected, looked after properly, and kept safe.
- Money and benefits for specialized caregivers will depend on if there is enough money available.

- There will be no conflict of interest involved in situations involving money or making contracts. If there is a conflict, the Executive Director(s) will tell the Board right away.

Communication and Advice to the Board

The Executive Director(s) will never give the Board information that is not true, inaccurate, or not properly checked, so they can make good informed decisions. The Executive Director(s) must:

- Let the Board be aware of new issues that come up, possibilities of problematic or negative media/news coverage, outside and inside changes, and especially changes in the meaning of any current Board policy.
- Give information that is needed for regular evaluations, is on time, properly checked, easy to understand in plain language, and connected to the rules of the Board policies.
- Get information from lots of caregivers and outside points of view about issues and choices needed for the Board to make fully-informed decisions.
- Speak to all members of the Board, except when a board member has asked for their own information about board-related decisions.

As soon as possible, report any times when Board rules are not being followed.

Succession Planning

It is very important to always promote leadership throughout the organization. It is responsible and in the best interest of the Agency to make sure strong leadership is in place for Management and financial matters. The Board and Executive Director(s) share the responsibility of succession planning for The H.O.M.E. Society. The Board makes the final decision regarding the choice of Executive Director(s).

However, throughout the term of the Executive Director(s), the Executive Director(s) can present, create, and expose senior managers to learning and capacity-building opportunities, both internally and externally, related to executive leadership.

As for succession planning in other areas of The H.O.M.E Society, the Executive Director(s) will make sure there are maximum opportunities for leadership growth and development across all areas within the Agency.

Policy A.40 Signing Authority

The Directors will arrange signing authority with the society's bank in accordance with the by-laws. Cheques written from the society's account must be signed by two of the following people:

- Current signing authorities designated by the Board of Directors
- Employees of the society who will be named by resolution of the board (Executive Director or designate).
- In the case of Co-Executive Director(s)s, only one Executive Director(s) may sign.
- **Cheques less than $2500.00 can be signed by any two H.O.M.E. Society Directors.**
- **Cheques over $2500.00 can be signed by any HOME Society Director and one Board member.**
- **Agreements for accounts or cash management products, credit cards, mortgages, international fund granting etc. will be completed by two Board Members.**

A.50 Policy on Ethics

PURPOSE

To establish expectations of behavior, character, and conduct, while being aware of the distinction between right and wrong, moral duty, and obligation to the community and to be accountable in providing quality services.

This policy applies to all individuals who provide services for and with The H.O.M.E. Society.

POLICY

All programs, services, employees and supports of the H.O.M.E. Society must follow the Societies Mission Statement, values and the policies/procedures of the society. All programs must adhere to the rules and regulations of the licensing and contract agencies, the local, provincial and federal governments and any agencies that have jurisdiction in the operations of the support services. Members of the Board and members of the Society are expected to:

- Represent the interests of all the people served by the society.
- Use their service for the exclusive benefit of others and not for themselves, their personal friends or supporters.
- Maintain the confidentiality of information involving caregivers and individuals.

PROCEDURE

All caregivers will have access to a copy of the H.O.M.E. Society Policy and Procedure Manual at the time of hire and will be available at all locations via the internet.

The Policy on Ethics will be reviewed at the time of hire with the Employee Orientation Sheet and annually at team meetings.

A copy of the Policy on Ethics will be available to all people receiving support services, parents and/or guardians.

The Board of Directors will review the Ethics Policy on an annual basis.

EMPLOYEE CODE OF ETHICS

All employees will have to make the following affirmation:

I Affirm That:

I shall not discriminate against or refuse professional services to anyone on the basis of age, sex, color, race, creed, national origin, religious persuasion, sexual orientation, marital status, political belief or mental/physical disability (such as AIDS)

I do not use my professional relationship with individuals to further my own interests.

I do not abandon or neglect individuals in my care without making reasonable arrangements for the continuation of such care.

I shall evidence a genuine interest in all individuals, and do hereby dedicate myself to the best interest of the individuals and to helping them help themselves.

I shall uphold H.O.M.E.S commitment to represent the diverse population it serves.

I will be respectful of the language spoken and understood by the people I support by speaking solely in their language at all times while in their company.

Code of Ethics

Service & Support to Individuals in Care

1. **Respect:** Every individual is a person of inherent value and fully worthy of our respect. We will respect each individual's rights, responsibilities, and freedoms. We will treat them as persons with dignity, and we will do our best to make sure others see them and treat them the same way. We will not stigmatize Individuals in care. We will never disparage, demean, or humiliate an Individual in care.
2. **Choices:** We will recognize all individual's capacity and competency before limitation. Therefore, we will seek to expand their choices and opportunities, and to provide them with the information they want and need. We will also assist them to understand the information to the best of our abilities. In all that we do we will promote choice, decision making, and personal empowerment.
3. **Advocacy:** Individuals receiving services are entitled to all the rights, responsibilities and privileges that are accorded to them as citizens of Canada. We will enable to Individuals to lead meaningful lives as full citizens of the community. This includes helping them to achieve their right to belong, to be valued, to participate, and to make meaningful contributions. We will never conduct ourselves in a way that undermines this effort. We will advocate for the

individual's rights and interests within the Society, within external systems, and within the community at large.

4. **Personal Service:** We will seek to understand and accommodate the complex person we are supporting: this includes considering such things as language, culture, race, sexuality, religion, values, creed, and so on. We will treat each individual as a individual. We will tailor our services to meet their needs and their expectations of us. We will be sensitive to their differences and celebrate their diversity.
5. **Safety:** We will take responsible measures to protect health, safety and emotional well-being of all the individuals receiving service: at the same time. We will recognize their right to take measured risks and to make mistakes.

Professional Conduct

Our society will be accountable for maintaining the highest possible standards of professional practice. This will include all undertakings by the society as well a undertakings by individuals working for or on behalf of the society (including the board of directors, managers, employees and contracted support services).

1. **Interpersonal Relationships:** We will treat all persons with whom we are interacting with dignity and respect. Especially we will honor the important role of our individual's families, friends and advocates. We will be honest and straightforward, and genuine in all our dealings with people. We will be sensitive and respectful to diversity and difference: we will resolve interpersonal conflicts in a timely and respectful manner.
2. **Criticism and mutual support:** We will accept constructive criticism from one another. We will welcome complaints from stakeholders and respond in a respectful, timely and effective manner. We will accept credit only for the work we have done and acknowledge the work and contributions of others. We will support one another to perform to the best of all our abilities, and to avoid conduct that diminishes quality of service or that erodes morale.
3. **Collaboration:** We will promote and contribute to professional collaborations. In the interest of maximizing our service, we will consult with stakeholders, with outside expertise, and with one another, as often as needed. We will work with

other service providers, organizations, and caregivers in a spirit of mutual and collegial respect. We will invite their feedback and contribution, even as we offer our own. Our influence will be a positive one, characterized by cooperation and encouragement. We will not act with malice, discourtesy, or enmity.

4. **Stewardship:** We will respectively maintain, and preserve the property, assets, and resources made available to us for the performance of our duties and commitments.
5. **Excellence:** We will be earnest in all our efforts and thoughtful in all our undertakings. We will strive to find more efficient and more effective ways of conducting business. We will provide individuals in care with the highest possible standards of service.
6. **Integrity:** We will accept responsibility for our actions. We will not operate beyond the scope of our competencies, nor misrepresent our qualifications, experience and/or expertise. We will act quickly to correct any misinformation or misrepresentation concerning our services, activities, outcomes or credentials. We will not withhold evidence that might disconfirm our findings or views, and will acknowledge alternative positions, explanations, or hypotheses.
7. **Community Citizenship:** We are a member of the communities in which we work and serve. This comes with responsibilities such as being a good neighbor, a good employer, and an overall positive influence. We will be mindful of our communities' needs and interests, and we will be supportive of its charitable, cultural, and educational institutions. We will not be politically complacent, but will maintain a presence that befits our responsibility.
8. **Duty under law:** We will comply with the letter and spirit of all laws, regulations, agreements, or requirements that govern us. Where such requirements negatively impact operations of those we serve, we will seek immediate remedy; where the requirements do not go far enough to advance the interests of individuals or best professional practices, we will exceed them.
9. **Personal Fundraising:** Personnel will not use their relationship or influence with H.O.M.E.S stakeholders, including individuals receiving services, families, colleagues, and personnel supervised, to solicit donations or sell products for personal fundraising purposes. Personnel will be cautious and mindful of

engaging any stakeholder in personal fundraising activities because of the perceived conflict of interest. Personal fundraising will not interfere with job duties and all stakeholders must be free and independent to make decisions about financial purchases and engagements. Personnel will never use pressure or persuasion tactics to influence participation in personal fundraising or gain.

10. **Organizational Fundraising:** No fundraising can occur without approval from a H.O.M.E.S Director. H.O.M.E.S marketing and fundraising activities will always be carried out with respect, dignity and consideration of the privacy rights of persons served. Marketing activities will highlight the vision, mission, goals and accomplishments of H.O.M.E.S and its stakeholders. We will accurately and truthfully represent H.O.M.E.S and all of its stakeholders.

Donors and stakeholders will have access to H.O.M.E.S most recent annual report and financial statements as approved by the governing board, H.O.M.E.S registration number, a list of current board members and a copy of this Ethics Policy.

All donors are entitled to receive an official receipt for income tax purposes.
All restricted or designated donations will be used for the purposes for which they are given. If necessary, due to program or organizational changes, alternative uses will be discussed where possible with the donor or the donor's legal designate. If the donor is deceased or legally incompetent and the agency is unable to contact a legal designate, the donation will be used in a manner that is consistent as possible with the donor's original intent.

Human Resources

We will clearly and effectively communicate the roles, responsibilities and qualifications relating to all positions within the society.

1. **Treatment of our employees:** We commit to treating our employees with dignity and respect and to ensuring that they are not subjected to any form of discrimination, or to sexual or personal harassment. Our evaluative processes will be fair and just. We will encourage them in their professional development and assist them to learn and apply best practices. We will strive to create a place of work where employees feel welcomed, appreciated, and comfortable. To this end we will promote safe and healthy working conditions, positive working relationships, and a spirit of collegiality.

We will endeavor to foster in our employees a sense of personal satisfaction, purpose, and accomplishment. We will represent our employees' interests within the larger political and professional spheres within which we operate.

2. **Recruiting Practices:** We will utilize recruitment practices that are consistent with the Society needs and objectives, and that are fair, effective, and free from all forms of discrimination.

Business and Financial Practices

All of our business and financial practices will be in accordance with applicable legislation, requirements, and standards, and will be subject to annual independent review by external auditors. We will be transparent in our undertakings, exercise integrity in all our financial practices, and be held accountable to our membership, funding bodies, and other stakeholders.

1. **Financial Practices:** All our financial practices will be handled in accordance with generally accepted accounting principles and practices. Financial matters that fall within the scope of our financial management policies will comply with these policies; financial matters covered by the societies' bylaws will be handled in accordance with those bylaws.

2. **Fund Development and Communications:** We will represent those receiving services in a respectful manner. We will never use representations of individuals in care that are demeaning or that are designed to elicit pity or sympathy. Our solicitation of funds and our promotional practices will be ethical, legal, and respectful. All corrupt practices, such as inducing "guilt" or obligation, personal gain, bribery, or collusive transactions, are prohibited. We will abide by all applicable laws, regulations, standards, and ethical practices. We will ensure all written communication meets or exceeds current professional standards. We will provide the financial community and, where possible, the community at large, with information regarding the needs and achievements of the society. We will accurately represent the society and its stakeholders.

Information Management

1. **Maintenance:** We will maintain information that is accurate, current, and managed (organized, secured, archived, and destroyed) in accordance with all applicable regulations and standards.
2. **Disclosure:** We recognize the right of stakeholders to expect a broad range of information from us. When we are presented with a reasonable request for information, and/or when we are required to make disclosures, we will provide accurate and complete information in a timely manner.
3. **Protection:** We will protect proprietary information from improper or inadvertent disclosure. This includes information from stakeholders (including but not limited to, the society, individuals, families, employees, or members). Especially, we will keep in confidence all information regarding individuals in care, unless sharing the information complies with our policies and standards, and/or is required by law.
4. **Legal Documents**
   Individuals and families will be referred to the appropriate legal services and or be encouraged to have unpaid support team members act as witnesses whenever signing legal documents. However, if need, the Executive Director or Senior Managers can witness legal documents.

Conflict of Interest

A conflict of interest arises when direct or indirect personal gain is a factor in a decision that impacts the people we serve and/or the society. We will strive to avoid conflicts of interest. Should any instance of real, potential, or apparent conflict exist, we will disclose it so that remedy might be sought.

Reporting Violations

If you observe or become aware of a violation of H.O.M.E.S Code of Ethics, you need to report the violation to your Coordinator, Director or the Executive Director within 24 hrs. If you fail to report as per these expectations, it may result in corrective action up to and including termination of employment or role with H.O.M.E.S. If you are in doubt or unsure, err on the side of caution and report your concern.

In the event that the incident involves the Executive Director/Director/Manager, the Board of Directors will investigate. If the incident involves a member of the Board of Directors, an outside party will be retained to investigate. The person investigating will provide a report to the appropriate person(s) which will include recommendations.

Investigation of violations of H.O.M.E.S Code of Ethics will begin immediately upon receipt of an alleged violation. You must participate fully and truthfully in any H.O.M.E.S investigation. H.O.M.E.S will make every effort to complete its investigation within 14 days and will document how substantiated violations have been addressed.

Retaliation against anyone for reporting violations of H.O.M.E.S Code of Ethics is expressly forbidden and will not be tolerated by H.O.M.E.S.

A.80 Society Membership

The H.O.M.E. Society operates as a non-profit corporation and, as such, must act in accordance with the society act. The Act states that non-profit societies in British Columbia are to be operated under the governance of a 'volunteer' board of directors. The Board of Directors must be comprised of members of the society.

- The members of the society shall be the subscribers to the by-laws and those persons and corporations and other legal entities as are admitted as members of the board of directors.
- All applicants for membership shall be submitted to the board of directors and, upon approval by the board, the applicant shall become a member.
- A member shall be in good standing when he has paid his current annual membership fee, if any.
- Every member shall uphold the constitution and comply with the by-laws.
- There shall be no dues or fees payable by members except such, if any, as shall from time to time be fixed by unanimous vote of the board of directors, which vote shall become effective only when confirmed by a vote of the members at an annual or special general meeting.

A.90 Board of Directors Orientation

PURPOSE

To establish methods through which members of the H.O.M.E. Societies Board of Directors are made aware of the H.O.M.E Society's mission, vision, values and organizational structure.

This policy applies to members of the Board of Directors.

POLICY

It is the policy of the HOME Society, that new Board members receive an orientation as to the organization's history, mission, operation, policies and strategic plan.

PROCEDURE

Members of the Board of Directors will receive an orientation to the organization's history, mission, operation, policies and strategic plan through discussions/presentation with the Executive Director and Directors.

Policy A-150
Board of Directors Code of Conduct

1. Board members shall maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.

2. Regardless of their personal viewpoint, Board members shall not speak against, or in any way undermine Board solidarity once a Board decision has been made.

3. Board members are expected to attend all Board meetings. Board members shall be prepared to commit sufficient time and energy to attend to Society business.

4. Directors shall avoid, in fact and in perception, conflicts of interest and disclose to the Chair, in a timely manner, any possible conflicts.

5. Directors' contributions to discussions and decision-making shall be positive and constructive, respectful and free of animosity.

6. Directors' interactions in meetings shall be courteous, respectful and free of animosity.

7. Directors' shall participate in the society in ways other than attending Board meetings.

8. Directors shall adhere to the Society's governance policies.

9. Directors shall be prepared for meetings, having read pre-circulated material in advance of the meeting.

10. The Executive Director is responsible to the entire Board. Consequently, no single Board member or committee has authority over the Executive Director or undue influence over the society.

11. Board members shall not attempt to exercise individual authority or undue influence over the society.

_____

Director's Signature

_____

Date signed

A.190 Strategic Planning Policy

Purpose

Strategic planning is a process of ongoing evaluation and improvement of the organization's services and activities, involving all stakeholder groups.

Policy

The Strategic Plan outlines the direction and goals of the organization, usually over a five-year time frame.

H.O.M.E.S "stakeholders" include the following individuals and groups:

- *Persons served*
- *Families and friends of persons served*
- *Board of Directors*
- *Funders*
- *Volunteers*
- *Personnel*
- *Professional Affiliates*
- *Community Members*
- The Board of Directors will approve H.O.M.E.S Strategic Plan
- The Strategic Plan will be included in H.O.M.E.S Annual Report, which is available to individuals, families, staff, funders and other stakeholders.
- The Strategic Plan will also be posted on the H.O.M.E.S website.
- H.O.M.E.S executive team is responsible for implementing the strategic plan and ensuring that H.O.M.E.S operations are consistent with the strategic plan.
- H.O.M.E.S executive team will review the Strategic Plan on a bi-annual basis.
- The Director of Quality Improvement (or delegate) will produce a report based on the reviews and this report will be distributed to all stakeholders.
- All of H.O.M.E.S stakeholders are encouraged to provide input to strategic planning. Input is obtained both formally and informally:
- Formal input is obtained through an annual satisfaction survey, regular team meetings, written reports, online surveys, intake and exit interviews.
- Informal input is obtained on a day-to-day basis through regular contact with all stakeholders, through social events, and opportunities for volunteer and committee participation.

Policy A.200
Board of Directors
Education & Development Policy

Purpose

- To ensure that the Board of Directors has access to current educational opportunities and development, which is directly relevant to their role as a Board member.
- To ensure that the Board of Directors performance is reviewed on a regular basis for quality assurance.

Policy

Ongoing professional and personal development is important to the overall effectiveness of the Board, on a collective and individual level.

Board members, along with the Executive Director, will circulate educational opportunities on a regular basis. The learning opportunity must be related to the member's Board duties and responsibilities. The Agency will pay for the related costs, including travel, fees, meals, and accommodation.

As a means of monitoring, the board conducts an annual assessment of itself (as a group). As well, the board conducts periodic self-assessments of individual members, minimally every two years.

The Board of Directors are to review governance policies at the first Board meeting after the AGM has been held.

Policy A.210
Board of Director's Conflict of Interest Policy

Purpose
Board members are expected to avoid any actual or perceived conflict of interest(s) including that which might impair or impugn the independence, integrity or impartiality of the board. There must be no apprehension of bias, based on what a reasonable person might perceive.

Policy
Board members shall recuse themselves from positions, discussions, or votes where they have, appear to have, or believe that they have a conflict of interest that would prevent them from acting in the best interests of H.O.M.E.S and the safeguarding of its programmatic and corporate soundness. Furthermore, should a Board member have a personal financial interest, or a financial interest in any agency, company, or entity that receives or stands to receive financial or other material benefits from performing services for H.O.M.E.S, that Board member shall disclose that interest to his or her fellow Board members.

An actual or potential conflict of interest arises when a board member is placed in a situation in which:

a) His or her personal interests, financial or otherwise, or
b) The interests of an immediate family member or of a person with whom there exists, or has recently existed, an intimate relationship.

No board member shall knowingly participate in any decision that appears to directly or preferentially benefit a fellow board member or any individual with whom the member has an immediate family, intimate or commercial relationship.
Board members should not have any connection to the agency within the previous two years, or for a period of up to three months following the completion of their duties as a board member.

Examples of a connection to an agency currently or within the past two years include:

- Preparing an application or providing expert advice used in developing any proposal(s), beyond information on the board's criteria, guidelines and procedures.
- Making public comment for or against an application or agency that might result in the apprehension of bias.
- Working for or previously employed by The H.O.M.E. Society.
- Being a student or a recent graduate of The H.O.M.E. Society.
- Working as a consultant/contractor for The H.O.M.E. Society.
- Having financial or other business interests with The H.O.M.E. Society.

Procedures:

The President and the Executive Director of H.O.M.E.S will jointly administer this Conflict of Interest Policy; each may, at his or her discretion, refer issues or matters to the full Board or an appropriate committee thereof.

- ***A Board member who becomes aware of a potential or perceived conflict of interest involving him or herself should report the situation promptly by filing a written disclosure statement with both the President and Executive Director.***
- ***A Board member who becomes aware of a potential or perceived conflict of interest involving another Board member or employee should report the situation promptly by filing a written disclosure statement with both the President and Executive Director.***
- ***This Conflict of Interest Policy is to be communicated to and subscribed to by all members of the Board each calendar year at the AGM.***
- ***A signed copy of this Conflict of Interest Policy from each Board member shall be returned for review to both the President and Executive Director.***
- ***Any disclosure of conflict of interest or potential conflict requires that the President and Executive Director review the situation together and document a suggested resolution that is in the best interests of H.O.M.E.S.***
- ***Resolutions may be appealed to the full Board. All appeals must be made in writing. Board rulings will be decided by a simple majority vote.***
- ***A copy of all documents relating to disclosures, resolutions, and appeals will be retained by the H.O.M.E.S Board of Directors and Executive Director.***
- ***All Disclosure Statements are to be retained for four years. All disclosures and related actions involving grants and contracts must be maintained at least three years beyond the termination of the related grant or contracts or resolution of any action with the funding organization, whichever is longer.***
- ***It is a violation of H.O.M.E.S policy to retaliate against an individual who files a statement raising a potential or perceived conflict of interest. It also is a violation for a Board member knowingly to file a false statement. If such actions should occur, they should be brought immediately to the attention of both the President and Executive Director.***

I have read and am aware of the conflict of interest policy for the Board of Directors of H.O.M.E.S, and hereby agree to abide by this policy in all matters dealing with my responsibilities toward the H.O.M.E. Society**.**

Signature: _____ ***Date:*** _____

Name ***(Please print):*** _____

Policy & Procedure Manual

The H.O.M.E Society's Policy and Procedure Manual is available online at our public website www.homesociety.com.

All board members and Directors must follow the policies and procedures set out in the manual in regards to:

- Policy A-50 Code of Ethics
- Policy A-150 Code of Conduct (annual signed compliance)
- Policy A-210 Conflict of Interest (annual signed compliance)
- Privacy and Confidentiality
- And all other policies concerning administration, legal and ethical.

Board of Directors Annual Self Evaluation

On an annual basis, the Board of Directors needs to complete a Board Self Evaluation Form. This will tell us what the Board feels it is doing well at, and what the Board may want to improve upon. The Board of Directors needs to meet and collectively, as a team, complete the evaluation. The completed forms are to be collected at the corresponding Board meeting, given to the Manager of Quality Improvement who will collate the results and present a report at the next board meeting. The annual self evaluation needs to be done prior to the AGM.
The form is included in this handbook.

Executive Director Evaluation

On an annual basis, the Board of Director's are required to complete an Executive Director Evaluation. The evaluation will be done the month prior to the annual AGM. The evaluations are to be returned in the self addressed/stamped envelope provided. Soon thereafter, a summary will be distributed to all the board members. The board members need to approve the evaluation as completed and set a time to present it and discuss with the Executive Director.

H.O.M.E.S Board of Directors Annual Self-Evaluation

Name: _____ Date: _____
Title: _____

Areas for Evaluation	Please indicate	Actions/plans/goals	Timeline for follow-up and completion
Membership and Representation	Y=yes N=no		
The board consists of family members and community representatives who provide effective governance.			
The board builds strong relationships with relevant community stakeholders, including funders and community organizations.			
The board is represented at Community Living events including conferences, general meetings and committees.			
Governance			
The Board, working with management, leads the development of the strategic plan.			
Board members are knowledgeable about the mission and values of H.O.M.E.S			
Responsibilities			
The Board Manual, covering all Board roles and responsibilities is provided to and followed by all Board members.			
The Board controls signing authority.			
Board members and management staff have a current copy of the By-Laws.			
Policies exist covering Board member conflict of interest, Board member liability and Ethical Code of Conduct.			
The Board establishes working committees to carry out specific assignments.			
Board Development			
The Board has a written Board development process including orientation and ongoing evaluation.			

Meetings			
The Board has regular, duly constituted meetings as per H.O.M.E.S's Constitution, Bylaws, and Board Handbook.			
Written agendas and standard reports are sent out before meetings.			
Board Performance			
The Board evaluates its performance annually.			
The Board evaluates the Executive Director annually.			

Goals recognized and set forth:

Comments:

Executive Director Annual Evaluation

Rank the Executive Director on the performance factors using the performance definitions (4=significantly exceeds expectations, 3=meets expectations, 2=needs improvement, 1=unsatisfactory)

1. ADMINISTRATION

Performance Factor	Performance (From 4 to 1)	Comments
Planning		
Budgeting and Economic Management		
Problem Solving and Decision Making		
Risk (Liability) Management		

2. INTERPERSONAL

Performance Factor	Performance (From 4 to 1)	Comments
Communication		
Leadership		

3. INDIVIDUAL

Performance Factor	Performance (From 4 to 1)	Comments
Professional and Technical Competence		
Innovation		
Objectivity		
Credibility		

4. LEADERSHIP

Performance Factor	Performance (From 4 to 1)	Comments
Coaching		
Empowering		
Modeling		
Team Building		
Visioning		

OVERALL EVALUATION (Please check one.)

_____ Significantly exceeds expectations
_____ Meets expectations
_____ Needs improvement
_____ Unsatisfactory

What were the Executive Director's performance highlights in the past year?

_____
_____
_____
_____

What could be improved, if anything, regarding the Executive Director's performance in the past year?

_____
_____
_____
_____

Please include any suggestions for performance goals for the Executive Director for the next year?

_____
_____
_____
_____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Signature _____ **Date** _____

Executive Director Signature of approval: _____ **Disapproval:** _____

The H.O.M.E. Society

33140 Mill Lake Rd,
Abbotsford, BC V2S 2A5
Office Phone: 604-852-7888
Fax: 604-852-7801

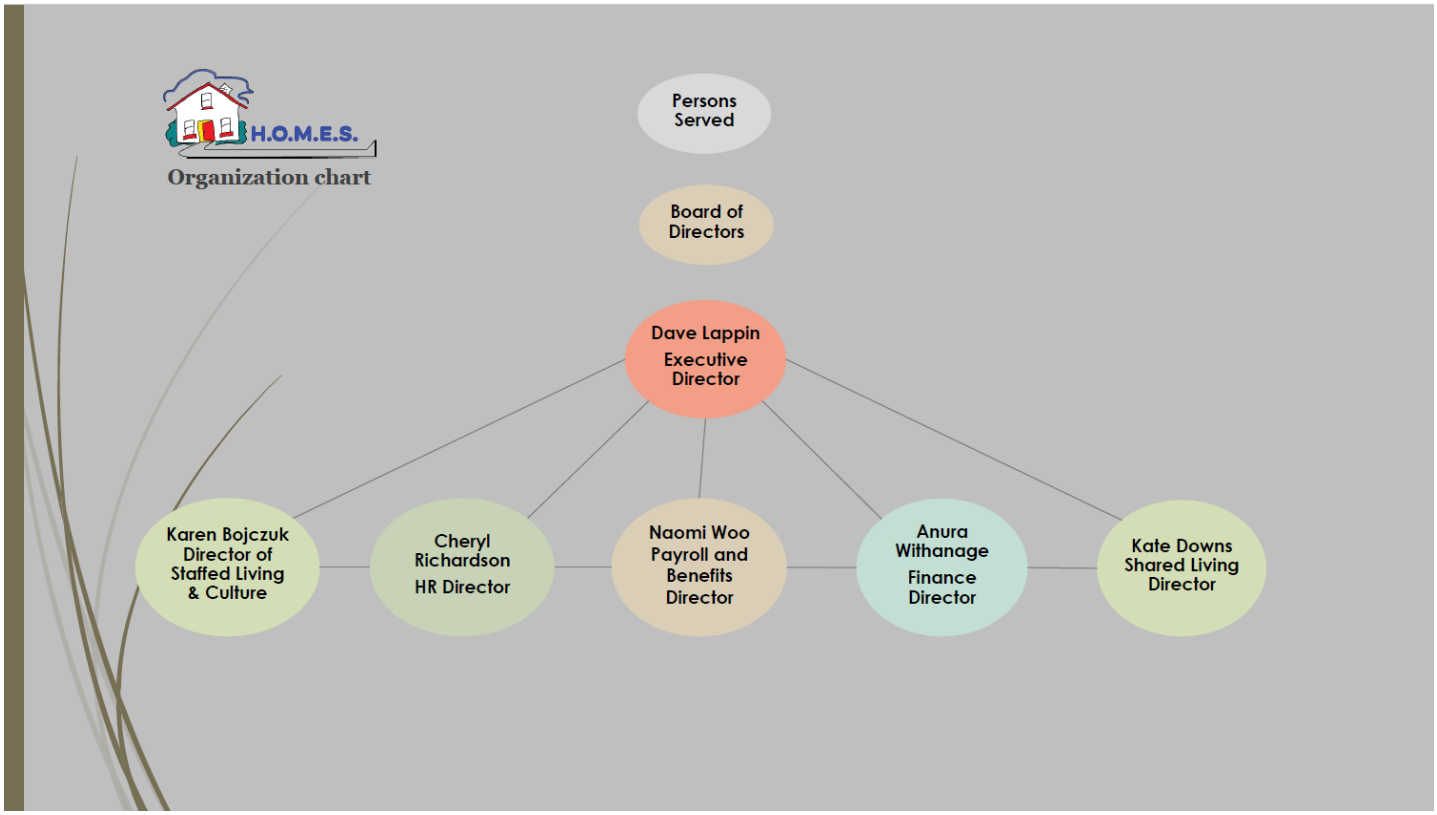
Contact List

Position:	Name:	Phone:	Email
Executive Director	Dave Lappin	604-807-9822	dave.lappin@homesociety.ca
Director of Human Resources	Shelley Rath	604-897-7433	shelley.rath@homesociety.ca
Director of Shared Living	Kate Downs	604-613-6839	kate.downs@homesociety.ca
Director of Staffed Living & Culture	Karen Bojczuk	604-857-4741	karen.bojczuk@homesociety.ca
Director of Payroll/Benefits	Naomi Woo	604-897-2218	naomi.woo@homesociety.ca
Director of Finance	Anura Withanage	778-809-0785	anura.withanage@homesociety.ca

Additional Important Contacts

Emergencies	911
Poison Control Center	604-567-8911
Non-Emergency Police	Police: (Abbotsford)604-859-5225 (Mission) 604-826-7161
Non-Emergency Fire Dept	Abbotsford: 604-853-3566

Links

www.homesociety.com www.gentleteaching.com www.communitylivingbc.ca http://www.inclusionbc.org/	www.carfcanada.org www.selfadvocatenet.com www.extremekindness.com www.foodsafe.ca

The H.O.M.E Society Organization Chart