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| Policy Name | Compensation and Benefits |
| Policy Number | EL – 7 |
| Policy Type | Executive Limitations (EL) |
| Date Approved | June 26, 2019 |
| Board Review | Annually in June re submitted with changes in green and blue for January 2020 meeting |

The Executive Director shall not cause or allow compensation and benefits to employees, consultants, contract workers and volunteers to jeopardize the financial integrity or public image of the Association. Section in blue was moved from interpretation to data as requested.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I shall ensure that any expenditures and or payments associated with the above statement be beyond the ability to be covered by the organization.

Data: I recently made a decision to split a staffing position as it was costing both the organization financially affecting my budget and it was having an impact on volunteer communication and access to staff in that region.

 After meeting with some members of the volunteer community in the region, chatting with the staff person my decision it would have an impact on (loss of hours) I made the decision to hire a local person to take on the role.

I report compliance.

Further, the Executive Director shall not:

1. Change the Executive Director’s own compensation and benefits.

No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I will not change my agreed upon and Board approved compensation and benefits such as rate of pay (salary) vacation time and sick time.

Data: A direct inspection of payroll would verify I have not changed my own benefits or compensation. The bookkeeper has the original documents that support any changes in salary from the original job offer. Attached is a copy of my paystub that demonstrates my salary based on the last performance review letter.
I report compliance.



1. Promise or imply unconditional, permanent, or guaranteed employment.

No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… all staffing positions have no guarantees and I would be holding the needs of the organization first before any staffing agreements.

Data: I add the following paragraph to all letters of offer to all employees which they have a copy and there is a signed and dated copy in their personal file. See 4th paragraph in attached document.
I report compliance.



1. Create employment or contractual obligations over a longer term than revenues can be safely projected.

No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean that I would not offer employment or any other work contract beyond the ability to have revenue available and or approved (if required for contact work over a non-budgeted expenditure).

Data: This has not presented itself since my last report.

I report compliance.

1. Establish or maintain current compensation and benefits which: edit in blue
	1. Deviate from the geographical or professional market for the skills employed

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… benefits and compensation are based on reasonable offers within the ability of revenues and within similar benefits and compensation for the same type of work being done by other individuals on PEI.

Data: I am providing benefits and compensation based on a review of similar work/skills in the nonprofit sector on PEI. Used document attached along with local job postings of similar jobs in local nonprofits. I don’t have those ads anymore. The doc is comprehensive and is 136 pages. Showing I purchased it and the title of the doc. I also based my information on my 6 years management experience in my previous employment with the PEI Council of People with Disabilities in my role of managing staff and administering performance reviews and the budget for salaries.


I report compliance.

Deviate from the minimum provincial Employment Standards and other government requirements. No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I shall follow all employment Standards for wages, salutatory holidays and workplace safety both physically and emotionally.

Data: Hospice PEI HR policies address a number of standards and requirements. Attached are 2 pagesof the draft of the HR manual I have been working on and reviewing with the staff with plans to finalize the document in the near future. Below are the Holidays identified in the HR manual.

I report compliance.

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# RECOGNIZED HOLIDAYS

## All full-time employees are eligible for time off with pay for all holidays recognized by the Association which include the following days:

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| 1. New Year's Day
 | 1. Labour Day
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| 1. Islander Day
 | 1. Thanksgiving Day
 |
| 1. Good Friday
 | 1. Remembrance Day
 |
| 1. Easter Monday
 | 1. Christmas Day
 |
| 1. Canada Day
 | 1. Boxing Day
 |
| 1. Victoria Day
 | 1. Gold Cup and Saucer Day for employees in Queens County and Kings County / Lobster Carnival for employees in Prince County
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## For staff who chose to participate in either the Gold Cup and Saucer parade or the Lobster Festival Parade on behalf of Hospice PEI this will be done as a volunteer, not a paid working day.

1. Allow staff to be uninformed of their annual compensation and benefits package. Edits in blue below

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I shall ensure staff are notified in writing in their letters of offer, and annually during a performance review with new letters of offer if there are changes and that they understand what their benefit and pay scale is.

Data: Performance evaluations are completed every year by both the staff person and the ED. Work performance and goals are reviewed along with benefits and compensation. If there is a salary change a new letter of offer is signed and filed in personal files and in the audit files. A copy of the signed changes is also filed with the bookkeeper who manages payroll. The ED signs off on all payroll before being submitted and is reviewed with the bookkeeper if there is a change. Annual performance reviews have been conducted in late February for the past two years for full time permanent employees, and after a new hire a performance review is conducted at 3 months. Originals kept in personnel files and employee is provided a signed and dated original for their records.
I report compliance.


Date Reviewed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| --- | --- |
| Policy Name | Financial Conditions and Activities |
| Policy Number | EL – 5 |
| Policy Type | Executive Limitations (EL) |
| Date Approved | June 26,2019 |
| Board Review | Internal – Twice Annually March and October Externally – Once Annually May |

With respect to the actual ongoing financial conditions and activities, the Executive Director shall not knowingly cause, or allow the development of financial jeopardy or a material deviation of actual expenditures from Hospice PEI priorities established in its Ends Policies. Edits in blue below

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…I should not allow Hospice PEI to be in a negative financial state that would jeopardize the existence of the organization, that I do not spend more funds than we receive in a fiscal year, indebt the organization greater than can be repaid within a time period of revenue gains, use any long term reserves or restricted funds, fail to settle payroll and debt (bills) in a timely manner, allow tax payments, or other government ordered payments or filings to be overdue or inaccurately filed, and fail to peruse receivables after a reasonable grace period. I also interpret this to mean that there are good financial controls in place and practices of financial controls and the monitoring of all financial activity are demonstrated by expenditures and revenues are recorded and explained to the Board of Directors if and when requested. If there is a significant variance that could affect the goals and priorities of Hospice PEI, the ED should ensure the Board of Directors are aware of it. The Ed shall provide factual reports, and demonstrate budgets align with the goals and direction of Hospice PEI.
Data: I have shown evidence in other compliance reports for this reporting period that payments have been made on time. Attached are current and last year’s revenue and expenditure comparisons and a balance sheet and the most recent bank statement. Further evidence would have been demonstrated in the audit completed in June for last year’s fiscal year.
I report compliance.
Snapshots don’t show up well. See full version in another tab on the Board access on the website. This meant I had attached to the documents in the Board access on the website for the October meeting documents that supported my data. (they are still there)

The Executive Director has a supervisory role over all aspects of the Association’s financial management. The Executive Director may delegate these responsibilities as they see fit. No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…financial management comes under operational duties and is the responsibility of the ED but acknowledge I should keep the Directors informed. I may ask for advice and understand that no one Director can direct the ED on financial management. The Board as a whole however can address any financial practices that the Ed is not in compliance with under operational policies of the organization.

Data: I have a bookkeeper assigned to providing bookkeeping services that record revenue and expenses, reconciles the day to day purchases and in consultation with the ED submits payroll. The Ed and the bookkeeper meet regularly to ensure all information is accurate and recorded. An external audit is conducted yearly.

I report compliance.

Further, the Executive Director shall not: No edits requested to this section

1. Permit tax payments or other government ordered payments and government filings to be overdue or inaccurate.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… CRA, WCB, and any government and or charity business is submitted on time and has accurate information.

Data: All CRA, Registered charity filings, registered name have been paid and or filed on time. WCB filings on payroll is adjusted when requested from WBC.
I report compliance.

 

Expend designated revenue for other than the purposes intended by the donor, funder, or partner that provided the revenue. No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… that I do not designate or use revenue that is specifically allocated for a specific expenditure. Currently the restricted fund (Florence Simmonds) is the only designated revenue stream. GIC’s are not to be used without input and approval from the Board of Directors. The Community Foundation Funds are also restricted needing discussion and approval from the Board of Directors. All restricted funds require Board notice in person or by direct Board email for change and or request to access funds in any restricted accounts.
Data: Recently the organization received a gift designated from an estate. The designation was identified it could be used as the organization sees fit. I deposited the revenue in day to day revenue operations. I also notified the Board in advance we would be receiving this and included it in my projected revenue budget for the current fiscal year.
I report compliance.



1. Fail to settle payroll and debts in a timely manner.

No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… that I am not late in payroll and any bills due.

Data: Payroll is submitted by weekly. Bank Statements would demonstrate payroll is submitted on time as we do direct deposit for payroll through Scotia Connects.

I report compliance.

Snapshots don’t show up well. See full version in another tab on the Board access on the website.

1. Fail to aggressively pursue receivables after a reasonable grace period.

No edits requested to this section.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…any money owing the organization or purchases (ie grief resources we order) be in our possession within a reasonable and or agreed upon time.

Data: I have not had any instances where this has been necessary to pursue.

I report compliance.

1. Make purchases or commitments without due consideration to quality, servicing, value for dollar, and opportunity to fair competition.  No edits requested to this section

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…any significant cost for a service or product should be assessed through quotes and or prudent research the best costs and or services before committing to expenditure or a service agreement.

Data: Since my last report I have not had any reason to make a purchase and or agree to a contact beyond restrictions set by the Board.

I report compliance.

In addition, the Executive Director shall not:

* 1. Make any capital acquisition, capital repair, or enter into a supply or service contract budgeted or unbudgeted, of $5,000 or greater without obtaining three comparative quotes, where available.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… expenditures over $5000 require three quotes.

Data: Since my last report I have not had any reason to make a purchase and or agree to a contract beyond restrictions set by the Board.
I report compliance.

* 1. Commit the Association to a payment period greater than the useful life of an asset.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…I shall not arrange for a purchase that would be seen as unreasonable because the cost outweighed the value of life of the purchase or service.

Data: I have no direct evidence for this unless a detailed direct inspection was conducted on expenditures.

I report compliance.

1. Make a single purchase or commitment of greater than $10,000 without Board approval. Splitting a purchase or commitment to avoid this limit is not acceptable.
No edits requested to this section

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…I do not spend or commit to a purchase and or service over 10,000 without discussing with the Board.

Data: Since my last report I have not had any reason to make a purchase and or agree to a contact beyond restrictions set by the Board.

I report compliance.

1. Fail to disclose annually to the Board all contracts valued at $5,000 or more per year.

No edits requested to this section

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I should disclose contracts valued at $5000 or more to the Board.

Data: Since my last report I have not had any reason to agree to a contract beyond restrictions set by the Board.

I report compliance.

1. Fail to hold a percentage of easily liquefiable net assets to provide continued funding of operations should the Association experience a temporary deficit or in the unlikely event that the decision is made by the Board to dissolve the Association or to fund costs related to defensive and/or offensive litigation activities.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…I maintain a contingency fund currently held in Community Foundation to cover a temporary deficit, or to fund a litigation against the organization.

Data: The Community Foundation portfolio has funds to the amount of approximately $100,400 and has restrictions. A direct request from the Board and the ED is required to access the funds in the portfolio.

I report compliance.
 

40% of operating funds from the previous years budget are to be kept in reserves in this fund. It is recommended by the administrators of the fund that a draw of no more than 4% be made in a year from the interest earned.

1. Acquire, encumber or dispose of real estate without Board approval. No edits requested to this section

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… purchase or sells real estate without approval of the Board.

Data: The organization does not own real estate.

I report compliance.

Authorize cash funds to meet operational requirements without strict control over its use, custody and safekeeping in detailed procedures and guidelines. Edit in blue below.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… I shall ensure good practices are in place for control over receiving monetary donations by any staff or volunteer on behalf of the organization.

Data: I continue to enforce how monetary donations are received when conducting fundraising events. A policy in the volunteer and HR staff manual is currently being developed that will further reinforce this practice. Staff are required to complete a purchase order request before expenditures. All expenditures are coded for account reconciliation with bookkeeper and review before every Board meeting with the ED for accuracy. **Picture of purchase order**

I report compliance.



Date Reviewed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| --- | --- |
| Policy Name | Advocacy and Position Statements |
| Policy Number | EL – 10 |
| Policy Type | Executive Limitation (EL) |
| Date Approved | June 26,2019 |
| Board Review | Annually August |

When involved in advocacy work the Executive Director shall not issue formal statements about the position of the Association, without adequate research and Board approval. Edit in blue below.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… that providing evidence-based information, and having consultation is necessary to help the Board of Directors, who approve formal statements, such as the Mission Statement, and Ends statements that guide the work. I should not develop my own position statement nor deviate from any message/ends statements that has been approved by the Board. I Interpret Position Statements are to help enhance and guide public awareness about the organization on the needs, interests, and rights of the people the organization serves. This involves all levels of stakeholders and be developed for those that are using services or could be using services in the future. Position Statements need to be flexible to respond to issues, be independent of conflict of interests or influenced by any ONE agenda that does not serve the needs of our clients. There needs to be appropriate oversight of quality and effectiveness and they should have high standards on the health and wellbeing of all individuals served. A variety of advocacy strategies should be used to engage stakeholders such as public consultation in a planning process. The statements should be informed by evidence-based information that helps to influence the decision within political, economic and social systems.
**Data:** I have demonstrated compliance by adhering to the mission statement that helps influence my day to day work activities. I do this by conducting my work activities by following the ends goals that the Board of Directors have developed and approved. I have continuously consulted with key stakeholders such as, organizations across the province and country that do the same work we do, Health PEI staff, the Board, Hospice staff. I demonstrate an open-door policy in my workspace that helps to ensure open communication with other health professionals within the facility, staff, patients, volunteers and the public. I have ensured I have made myself available to practice this open-door policy in all areas of the province where we conduct business. No formal statements have been made.

I report compliance.

Further, the Executive Director shall not: Edit in blue below.

1. Fail to involve any related advisory bodies through a transparent process.

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean… it is necessary to involve all stakeholders in an open dialogue without hidden agenda.

Data: I engage with staff, volunteers and continue to sit on a number of provincial committees and councils as a part of the Palliative care team. I work in collaboration with stakeholders and my contribution and voice to the work is informed and evidence based.
These committees are…Health PEI Clinical and Organizational and Ethics Committee, Advanced Care Planning Sub Committee, Canadian Partners Against Cancer Project Advisory Committee, Palliative Quality Care Committee, Health PEI Patient and Family Partner Committee, Cancer patient and Family Advisor Committee.

I report compliance.

1. Fail to ensure that relevant research findings have been considered. No edits requested to this section
2. Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…that I provide accurate information that supports the development of the advocacy statements and actions of the work Hospice PEI conducts.
Data:

I report compliance.

1. Fail to advise the Board of advocacy activities and advise if there are any contentious issues related to the proposed position. No edits requested to this section
2. Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…I shall inform the Board of any advocacy work being done by anyone including myself and that I shall not fail to inform the Board if there is dissatisfaction or not agreement of the position statements of Hospice PEI.

Data: I have previously shared with the Directors the meetings that I have had with the other two Hospice organizations on PEI.

I report compliance.

1. Fail to ensure that all published position statements reflect the most up-to-date version. No edits requested to this section

Executive Directors Interpretation (and Justification as to why it is reasonable) I interpret this to mean…that any material that has our position statements be the most up to date approved version. For example, the Brochures, website, and any other social or print media.

Data: The brochure has been updated. The website has been updated with the new bylaws and ends goals.

I report compliance.

Date Reviewed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_