

## **Terms of Reference**

### **SPECIAL COMMITTEE ON ASSISTED LIVING**

#### **Background**

The PRVHC has embarked on a challenging strategic direction that will transform the operations of the Health Centre over the next 10-20 years. This strategic direction has been vigorously debated and examined by the Board of Directors of the PRVHC. The first step in implementation of this Strategic Plan is the implementation of an Assisted Living Program (ALP).

ALP involves the construction of 139 units of assisted living accommodation for seniors, based on a structure attached to the existing facilities and a standalone structure elsewhere on the property. The capital investment for this accommodation will be approximately \$40 million. Capital and operations funding will come from government programs and other sources.

It is intended that, in concert with these additional facilities, changes will be undertaken at PRVHC to allow more or new programming for residents as well as seniors in the community of Ottawa.

Assisted Living is a new “business” for PRVHC which will require a change in operating requirements and accommodation rental activities.

Thus ALP involves a major construction project, integration of a physical facility with an existing facility, the development of new programs and the integration of assisted living programs into the ongoing activities of the PRVHC.

In deciding to embark on this new business, the Board of Directors of PRVHC has recognized the risks, including the large financial risks and the challenge of new operational programming and its integration with the PRVHC.

The Board has approved ALP and authorized PRVHC management to proceed. The Board has decided to create a Special Committee of the Board to oversee, monitor, and advise on the implementation of ALP. The Committee is to be called the Special Committee on Assisted Living (SCAL) and what follows are the Committee’s Terms of Reference.

#### **Purpose**

SCAL is an advisory committee to the Board of Directors of the PRVHC. Its function is to oversee, monitor and advise on the implementation and execution by management of PRVHC Board direction related to ALP.

## **Authorities**

The Executive Director (and Chief Executive Officer) of the PRHVC is responsible for the management of ALP.

The Board of Directors of the PRVHC created SCAL in accordance with paragraph 5.j. of the Corporation's By-Laws and SCAL is to carry out its activities in accordance with those By-Laws and the contents of the Board Governance Guide for Directors.

SCAL reports to the Board of Directors of the PRVHC.

## **Composition and Meetings**

SCAL shall be composed of at least three directors from the Board of PRHVC plus additional members as appropriate. Membership of SCAL will be approved by the Board of Directors and may be changed by the Board of Directors.

SCAL will convene regularly but no less than bi-monthly and shall report to the Board no less than quarterly on its responsibilities.

## **SCAL Responsibilities and Functions**

SCAL monitors the ALP with respect to overall project management, financing, contracting, construction, marketing, communications, start-up and initial operation. SCAL shall:

1. Monitor the general direction for ALP, in accordance with the Perley Rideau's strategy and strategic plan including:
  - a. Meeting the performance objectives established by the Board of the PRVHC;
  - b. Effective integration of ALP with the PRVHC, to create the village as identified in the PRVHC vision.
  
2. Oversee ALP including:
  - a. Program management;
  - b. Program financing;
  - c. Construction budget;
  - d. Major contract awards;
  - e. Program resources;
  - f. Construction activities;
  - g. Program communications plan;
  - h. Program marketing plan;
  - i. Start up and initial operation of the ALP.
  
3. Monitor Risk including:

- a. Monitoring program changes with particular vigilance for changing the scope and direction of the ALP;
  - b. Identifying threats to the overall success of the project;
  - c. Recommending appropriate action warranting the attention of the Board of Directors of the PRVHC.
4. Support the Perley and Rideau Veterans' Health Centre Foundation in its fund raising activities.
  5. Provide support to management as requested from the Chief Executive Officer (CEO) of the PRVHC.
  6. Provide the Board of Directors of PRHVC with progress reports;
  7. Keep PRVHC Board Standing Committee Chairs abreast of project development as it relates to their responsibilities and invite them to attend SCAL meetings.

### **Term**

As a Special Committee of the Board of Directors of the PRHVC, SCAL shall continue in its functions until dissolved by the Board. However, in accordance with Board Directives the requirement for this Special Committee will be reviewed annually along with the composition of its membership. It is the expectation of the Board of PRHVC that the requirement for SCAL will expire at an appropriate time following the successful implementation of ALP.

### **Amendments**

These Terms of Reference may be amended at any time by the Board of Directors of the PRHVC.

**Approved by the Board of Directors on the 07<sup>th</sup> day of October, 2010.**

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**Chair of the Board**