



Your support means so much—
Thank you!

Ronald McDonald House Southwestern Ontario Annual Report 2013-14

Presented at Annual General Meeting
December 5, 2014



Southwestern Ontario Childrens Care Inc.
(o/a Ronald McDonald House Southwestern Ontario)

Annual Report for the 2013-2014 Fiscal Year

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Vision

Giving sick children what they need most...their families.

Key themes within this vision:

- ***Giving sick children*** – identifies the centre point of all the work Ronald McDonald House Southwestern Ontario undertakes; that is very sick children.
- ***What they need most*** – reflects the organization's priority of giving sick children something that makes a substantive difference to them and is vitally important to both their medical situation and their ongoing well-being – their family.
- ***Their families*** – articulates the importance of keeping families together and focused on their challenging situation. A child is best cared for when their family is present and engaged. The ability to support families to reduce their stress, to provide a calm interim living environment and to help them to focus on their sick child is the essence of the organization's Vision and work.

Mission Statement

To provide comforting and supportive programs and services for families of seriously ill children who require medical care.

Key themes and perspectives that form part of the Mission Statement:

- ***To provide*** – Ronald McDonald House Southwestern Ontario is a community-based and inspired service providing organization. The organization works seven days a week, twenty-four hours a day to provide services and aligned opportunities that allow very sick children to stay connected with their families.
- ***Comforting and supportive programs and services*** – The work of Ronald McDonald House Southwestern Ontario involves the development and delivery of programs and services that support families who are experiencing a medical crisis with a child by providing environments that are comforting, reduce stress, are affordable and enhance a family's ability to cope with their situation and to better support their child.
- ***For families with seriously ill children who require care*** – identifies the service population that Ronald McDonald House Southwestern Ontario focuses on and delivers its programs and services to. These are families who are experiencing the impact and stress of having a seriously ill child who requires significant medical care, and in many cases, needs to leave their home to come to another community for medical treatment and support.

Core Values

We believe in...

Compassion

In building positive and productive relationships based on respect, warmth, comfort and compassion for the families served and all whom we interact with.

Integrity

In operating ethically and with integrity each day, and being fiscally responsible, transparent and authentic in all that we do.

Respect

That the organization's success lies in the talents, skills and expertise of all the people we engage with and in the importance of respecting each person's uniqueness as an individual.

Excellence

In creating an organizational culture that strives for excellence each day through fostering innovation; team approaches; learning and recognition of the contributions of the staff, volunteers, donors and the community to the important work we pursue.

Collaboration

In the importance of being collaborative and in building partnerships and relationships that significantly enhance the range and quality of supports available to families with seriously ill children.

President's Annual Report for the 2013-14 Fiscal Year

Thank you for joining us at the 2013-14 Annual General Meeting (AGM) of the Ronald McDonald House of Southwestern Ontario. The AGM provides us with an opportunity to reflect on our many accomplishments over the last year.

You will see in your agenda package that we have finalized our strategic plan and captured it in our "Strategic Plan on a Page". Although simple, and wholly contained on one page, it represents our vision and future for the House. A tremendous amount of work and effort has been put into the strategic plan from both the Board of Directors and from staff over the last year.

Although never wavering from our foundational Mission, Vision and Values, the strategic plan will allow us to focus on the following three priority areas:

- Expand our Programs and Services
- Achieve Organizational Excellence
- Strengthen Strategic Relationships and Mobilize Support.

You will hear more about the strategy as part of the AGM presentation; however, we hope that it will translate into meaningful changes to the organization as we investigate the development of a family room program in Windsor, a paediatric palliative care program, and a renewed focus on one of our most valuable assets, our volunteers.

Fundraising and Development are such an integral part of our organization, ensuring that we have enough revenue to cover our \$1.7M operational budget, and allow us to plan for the future. Our successful signature events like the Curling Bonspiel, Hope Rocks this House, the Windsor Bowlathon, the Run for the House and the RMH Golf Classic as well as many 3rd party events such as the Oxford County and Fore the Houses golf tournaments provide a significant portion of the funds required to deliver on our mission. And the Red Shoe Society has quickly become a major contributor and "go-to" group for fund-raising and event support.

In closing, I would like to thank our donors, staff, and volunteers. Our donors give generously knowing that Ronald McDonald House will be good stewards of their contributions. Our staff continues to amaze me with their true sense of dedication and commitment to our mission. And finally, our volunteers take tremendous pride in the House, always ensuring that the families have the comfort and security they need to allow them to focus on their children.

By having donors, staff and volunteers working together, we continue to excel at giving sick children what they need most ... their families.

Respectfully Submitted,

Michael Barrett, President

Executive Director's Annual Report for the 2013-14 Fiscal Year



With smiles, through tears, during celebrations and in the face of challenges we continue to look for ways to support and meet the needs of families of seriously ill children. 2013-14 was no exception.

The aim was always to take the challenges and whenever possible turn them into opportunities to grow, to excel, and to serve.

Using conservative figures, we have calculated that we are saving families an average of \$193 per day, which doesn't begin to take into account the other non-tangible

Measurable Impact on Families				
Service Provided	Calculations based on	Potential Cost	Costs paid by Families	Savings/benefit to Families
House Program Savings:				
Accommodations (including hotel when necessary)	\$105/day - hospital rate	\$1,195,005	\$97,443	\$1,097,562
Dinner at Our House meals (349 nights)	approx. 60 people @ \$15/night	\$299,023	0	\$299,023
Beverages, baked goods, help-yourself foods	73 people @ \$5/day	\$130,305	0	\$130,305
Breakfast & staples for lunch preparation	approx. 60 people @ \$15/day	\$312,732	0	\$312,732
Laundry	\$5/load/family/day	\$52,122	0	\$52,122
Parking at Hospital	Average of \$40/week	\$59,405	0	\$59,405
Communications - long distance, internet, voice mail	\$5/family/day	\$52,122	0	\$52,122
	Total Impact for House	\$2,100,714	\$97,443	\$2,003,271
	Average Family visit (5 days)	\$1,008	\$43	\$965
	Per Family per day	\$202	\$9	\$193
Longest continuous stay by a family in 2013-14	365 days	\$73,554	\$3,400	\$70,154
Family Room Program Savings:				
Accommodations	\$105/day - hospital rate	\$68,775	\$0	\$68,775
Beverages, baked goods, help-yourself foods	100 visits/day @ \$5/day	\$182,500	0	\$182,500
Laundry	\$5/load	\$7,940	0	\$7,940
	Total impact for Family Room	\$259,215		\$259,215
Total impact to families - all programs		\$2,359,929	\$0	\$2,262,486

benefits of support and services available to families staying at Ronald McDonald House Southwestern Ontario – such as entertainment, relaxation, safety, security and peace of mind. Research shows that staying at a Ronald McDonald House provides a family with a speedier recovery for the child – which I believe we would all agree, is **priceless**.

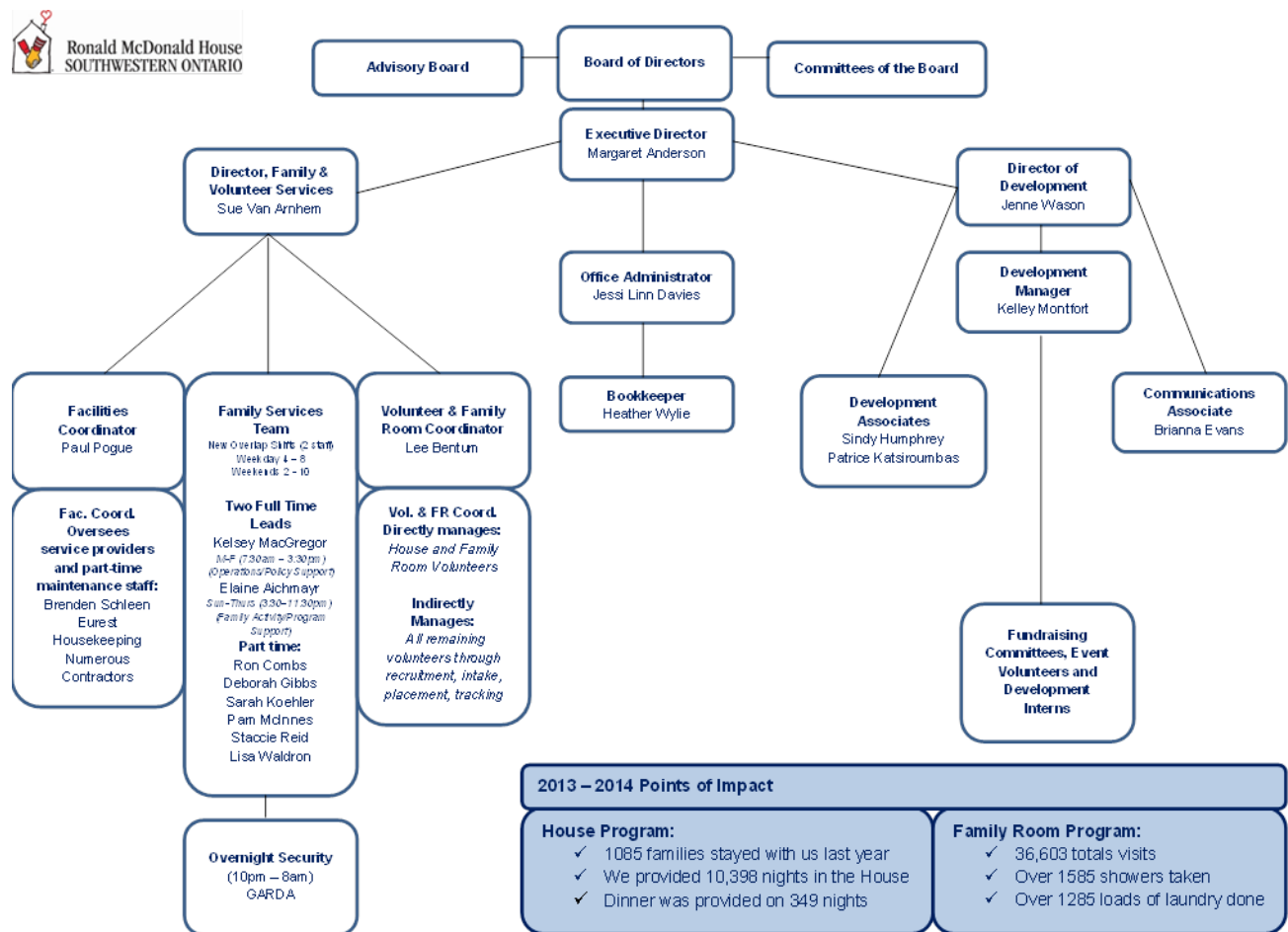
Human Resources:

The past year has seen significant changes in our staffing model, as we took advantage of opportunities to reorganize and streamline and support the team.. In June, our long serving Family Services Manager, Margaret Wakefield retired, giving us the opportunity to blending Family Services with Volunteers and Program management under the stewardship of a new Director of Family & Volunteer Services position. Sue Van Arnhem joined the team in March after an extensive search. Her responsibilities include oversight of the House program, current and future Family Room Programs as well as the physical plant..

Team growth has been a priority over the past year as we have been working to improve culture, processes and our most important assets – our people. Our formal plan continues to be improved and refined.

As we progressed it became apparent that there were concerns around feeling safe amongst the Family Services staff particularly those who often found themselves working alone in the House – mostly overnights and weekends. This led to the proposal of the No One Works Alone Program – in which contracted guard services would work in tandem with the Family Services Coordinator for 10 hours from 10 pm to 8 am, 7 days per week. There would also be an overlap position created each day during the busiest time of the Family Services Department’s day. These were to be implemented in Sept. 2014.

The addition of the Communications Associate proved to be very advantageous, allowing for the regular ability to communicate with our various stakeholders – regular newsletters, both digital and hard-copy; a more consistent presence on social media platforms, etc.



I want to thank the entire team who has worked so tirelessly to accommodate the changes while still shining at what they do best – ensuring that we are ready and able to support our families, our volunteers and our supporters.

Volunteer Impact		
Activity/Program	Number	Hours
In-House	126	11,654
Ronald McDonald Family Room	33	4,306
Board of Directors	15	
Advisory Board	9	
Special Events/Committees	54	
Dinner & Baking Groups	924	
Total volunteers	1161	
Ratio of staff to volunteers	1:73	

Because It is the volunteers who are critical in the provision of warmth and welcome that families experience during their stay and that the donors expect a considerable amount of work is going in to developing and rolling out a new Volunteer Engagement Plan. .

This plan will guarantee that the needs of the organization to support families can be achieved while simultaneously

ensuring that our volunteers' needs for a satisfactory experience is also being met. This plan has required a full review of volunteer positions as well as focus groups and surveys to determine need and an overhaul of the intake and training process. Roll out of the plan is set to begin in the fall of 2014.

In spite of all the changes, our volunteers' numbers continue to increase in all aspects of the organization, which is good because they continue to be our most valuable assets. Without them we could not function.



As previously stated in reports past, the impact of the Dinner at Our House Program on the time that it saves for families to spend with their seriously ill children is almost immeasurable.

Thanks in a large part to the efforts of the Development Department – especially our Communications Associate Brianna



Evans who has the responsibility of stewarding the Dinner Group volunteers, the number of groups continues to grow, along with their satisfaction.

We are also working with the Middlesex London Health Unit to meet their standards and ensure safe food handling practices.

We also had the opportunity to gather volunteers together twice during the year – first at Christmas time for the Annual Pot-luck Dinner at the Berkshire Centre and then in the spring at the Highland Country Club for our Annual Volunteer Recognition – both events were very well attended by volunteers from all aspects of the organization.

Nourishment Programs for our Families			
	2011-12	2012-13	2013-14
Dinner to feed 50-60 people	335	343	349
Weekend Brunches		30	37
Baking Sessions		150	324
Continental Breakfasts		365	365



Our Board of Directors continues to experience change and renewal. As noted in the Nominating Report we have some strong community leaders on the Board who bring great energy and ideas to the group as we strive to become a Centre of Excellence. I have enjoyed working with Michael Barrett our new Board President, who brings such insight, order and professionalism to the process of governing this growing organization. Due to work opportunities, we said goodbye part way through the year to Merv Hawkins and Judy Rich, both of whom were missed for their contributions and enthusiasm for the cause. . For the past 2 years, under his leadership, I have always felt supported and simultaneously challenged.

Every one of these people – volunteer or paid is an integral part of an amazing team.

Highlights and goals for the past year included:

- Hiring and on-boarding a new Director of Family & Volunteer Services, allowing the establishment of a Senior Management Team
- Developing and executing the 12-18 month Business Operations Plan with resource requirements, timelines and measurable outcomes. Development completed, execution ongoing.
 - To devote additional time to the Board of Directors as we work through the Strategic Plan – and then to develop a Business/Operations Plan as well as budget to support the objectives
 - To support the Governance Committee as they completed the Governance Guide
 - Projects identified by HR Committee
 - Projects identified by House & Facilities Committee including
 - RMH Operations Guide - a complete review is being done by the Family Services Department
 - To get the joint Operations/Programming Committee fully established with our hospital partners
- Meeting and exceeding positive budget expectations while simultaneously delivering excellent service to our constituents and maintaining our solid financial position – see audited financial statements
- Developing new programs as we continue to strive for ways to make a positive impact and a significant difference in the lives of the families we serve. - ongoing
- Improving and augmenting our means of communication, including social media, as well as developing an intranet sites for Board & volunteers – Development Department has made great strides in the use of social media. The Board Portal was introduced in June of 2014.
- Nurturing the relationship that we currently have with our McDonald's Restaurants of Canada family (franchisees, managers, crew persons and operations personnel. This past year I wrapped up my liaison role with Ronald McDonald House Charities of Canada and the RMH organizations across the country, as elected organizational leader to the Board of Directors.
- Providing the support required by the Development Department as they continue to increase awareness and funding. Success can be demonstrated in the ever increasing 3rd party events and the tremendous outcome of the 2nd year of the Red Shoe Society.
- Increasing the overnight usage of the Ronald McDonald Family Room. Goal was 66% - 60% was reached.

My goals for the coming year are as follows:

- To continue to work on many of the ongoing aspects of the goals listed above – especially:
 - To advance the goals and initiatives of the Strategic Plan
- To keep the needs of our families at the forefront of all that we do, at all times.

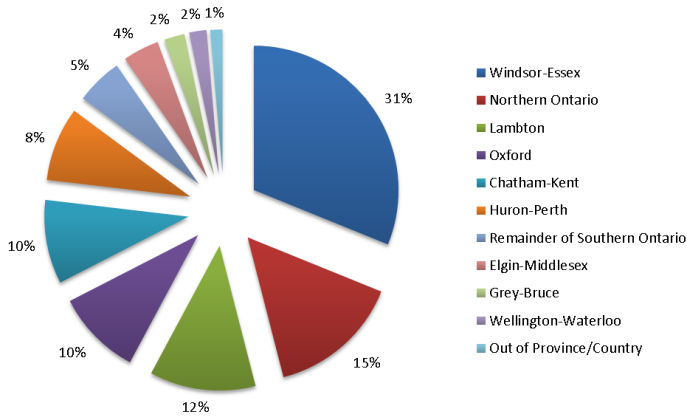
Respectfully submitted,

Margaret Anderson, Executive Director

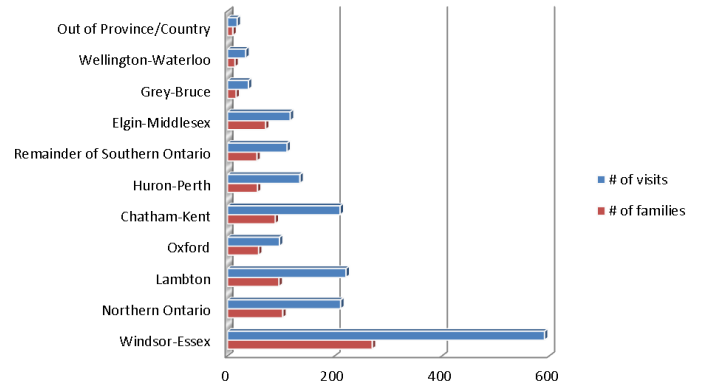
Impact Report for the 2013-14 Fiscal Year

Program Statistics

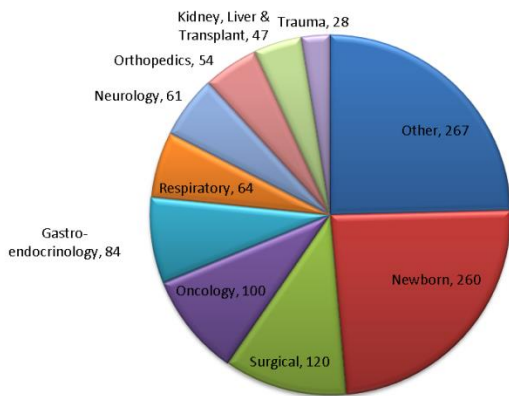
Regional Impact by % of nights in House



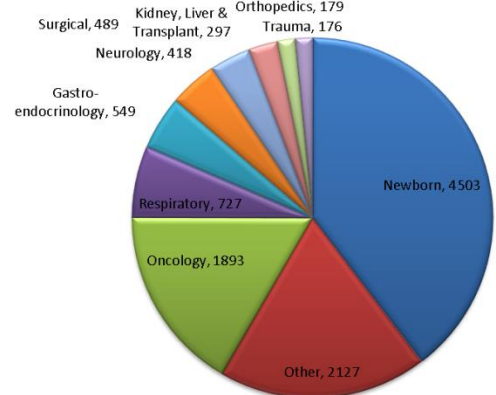
Impact by Region



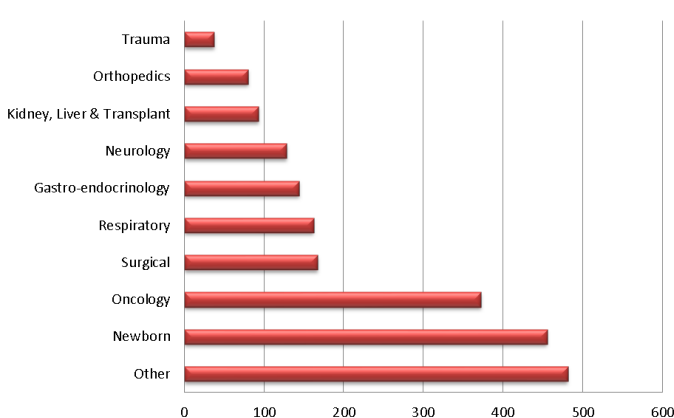
Number of Families by Diagnosis



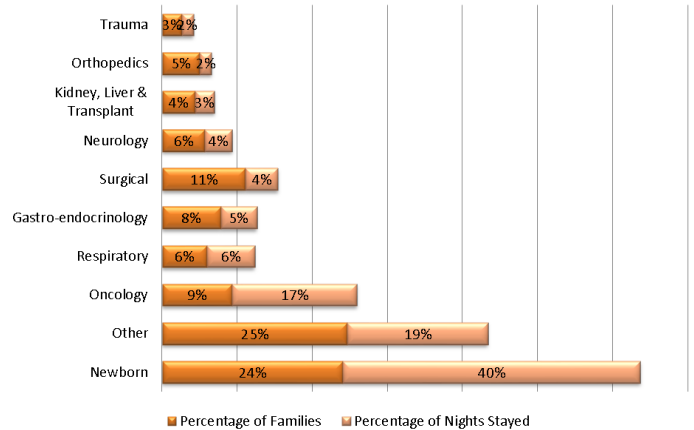
Nights of Usage Based on Diagnosis



Visits by Diagnosis

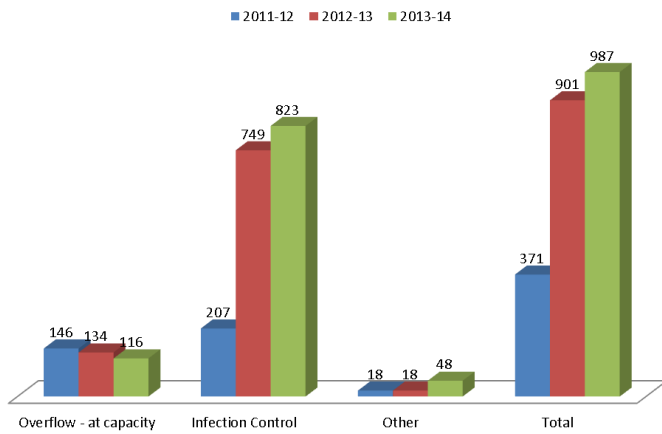


Impact to House by Diagnosis

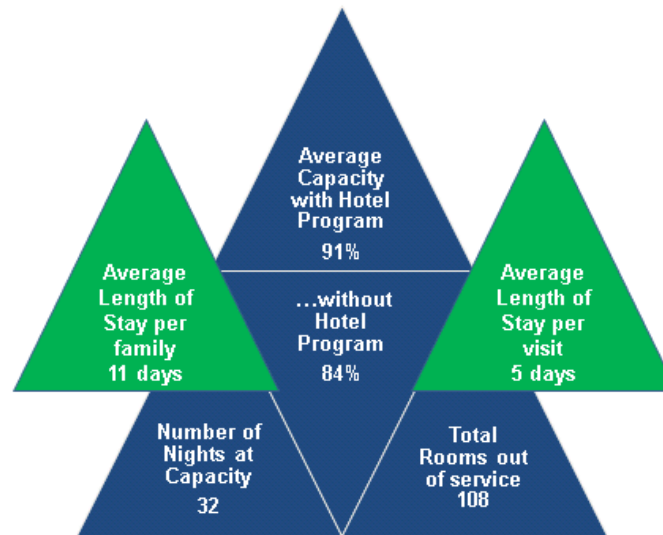
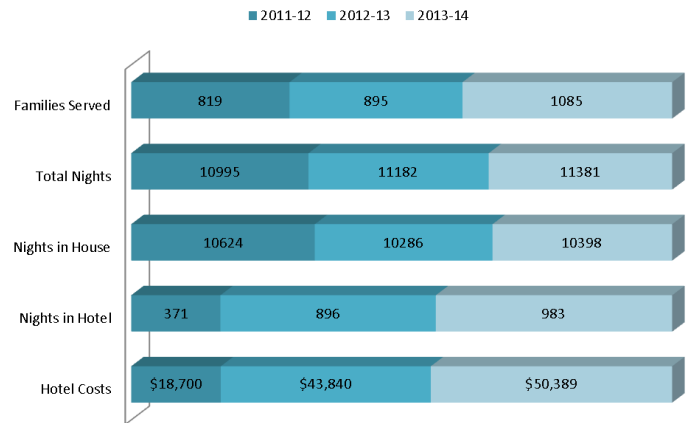


*Diagnosis Other includes: Cardiology, Psychiatry (Eating Disorders), Blood Disorders, and more.

Year over Year Comparison - Hotel Usage



Year over Year Comparison - Accommodations



Ronald McDonald Family Room Statistics

	2012-13	2013-14
	Sleep Rooms open 4.5 months	
Days Open	321	360
Total Visits	34,182	36,603
Overnight Uses	132	655
% of Overnight Usage	32%	60%
Daytime Naps	378	261
Loads of Laundry	1,100	1,288
Showers	1,544	1,588

Development Report for the 2013-14 Fiscal Year

2013-14 was a wonderfully successful year for our fundraising and communications efforts. Our total raised through fundraising was over \$1.6M – a substantial surplus from our budget target of just over \$1.3M. A large part of this surplus is due to a generous bequest of over \$200K, but even without the bequest we achieved a surplus over \$100K. This year's fundraising revenue was an increase of more than \$300K from the actual dollars raised in the previous fiscal year .

Highlights from this year included:

McDonald's Collaboration & Stewardship

We continue to work with our McDonald's partners to make sure we are meeting their needs. The "Our House is Your House" campaign continues to receive positive response from the Owner/Operators and their communities. We worked directly with the corporate stores on their McHappy Day presentations to the employees and we visited every Owner/Operator on McHappy Day.

RMHC Collaboration/Participation

We have been a "go to" House for family stories, photographs and media opportunities this past year for RMHC Canada, which has also helped to increase our exposure regionally. We also presented in a webinar for the entire RMHC global network and remain an active part of the global conversation.

Support for Third Party Community fundraising events

Our support for third party events has certainly paid off, coming in over \$122,000 more than our actual revenue in the previous fiscal year. Numerous events that were initially one-offs have decided to support us again thanks to our stewardship and support.

Hope Rocks This House

This was a great second year for the event. Not only did it meet its financial targets, but it received rave reviews from attendees. We're excited to continue to build this into the future!

RMH Golf Classic transition

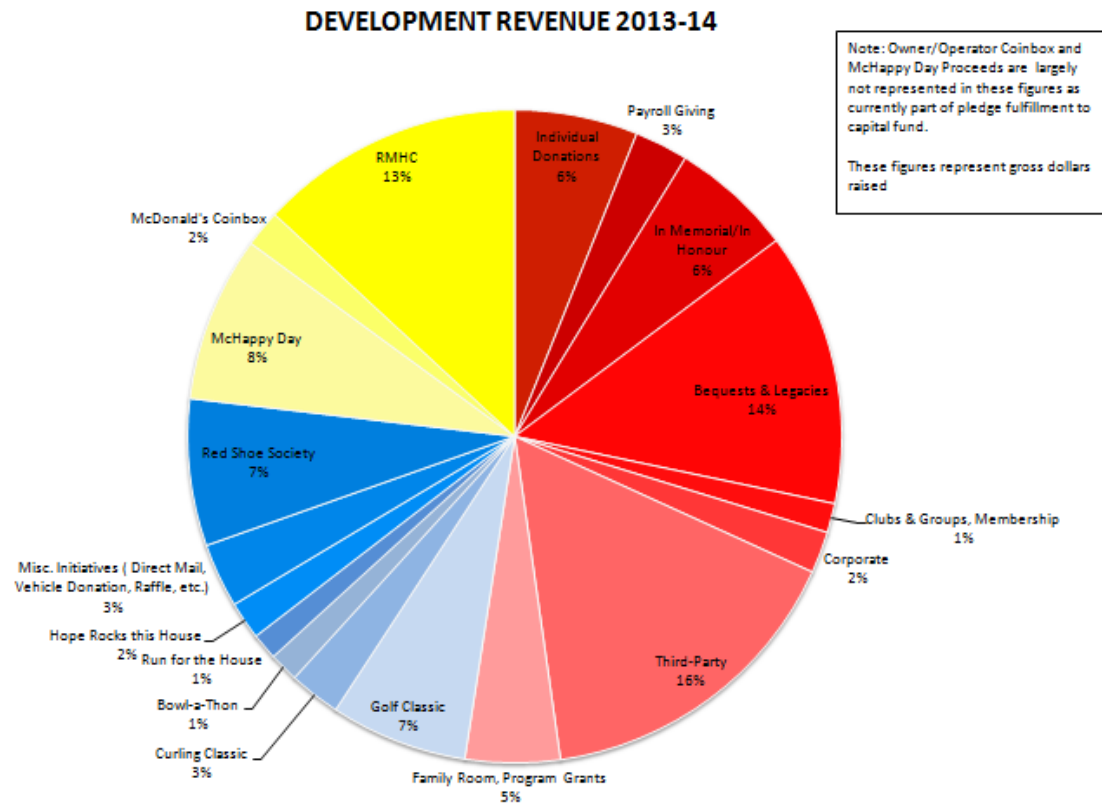
Following the retirement of our long term committee members, a new committee was formed and successfully transitioned the event into its 31st year. There were some changes made to the event day, some expenses were trimmed, and we need to re-grow some of our sponsorship, but the spirit of the event was maintained.

Red Shoe Society

The group continues to grow and exceeded budgeted revenue by over \$20,000. With increased attention to cost controls, their expense ratios continue to improve. Red Shoe will continue to be an important facet of our fundraising and outreach model—projected revenue budgeted at 10% of organizational total in fiscal 2014-15

Communications

- Our e-newsletter and biannual print newsletter have been getting wonderful feedback, as well as donation inquiries.
- We reached our Social Media targets and have an impressive amount of interactions as well (i.e. more involved than just “liking” the page).
- Speaking engagements have been frequent and are putting quite a demand on the team. Our hope is that the new Volunteer Engagement program will add some volunteers to the mix as well!



Strategic Plan Oversight Committee Report for the 2013-14 Fiscal Year

Working with consultant Fred Galloway and having undertaken significant preliminary information gathering – interviews, surveys and focus groups with stakeholders (families, hospital partners, volunteers, staff, Advisory Council members, donors and our McDonald's/RMHC Canada partners), the Board of Directors met on October 25th, 2013, to take part in a day-long retreat. The purpose of the retreat was to work towards a long-term strategic plan that would inform the future direction of the organization.

The document that resulted very aptly captured the essence of those discussions. The Board then struck a committee that would be responsible for mapping out the journey that would help us achieve these goals as well as would have the oversight of ensuring that the targets were being met.

Thanks to some creative expertise from Lashbrook Marketing, the Plan on a Page was created which provides an at-a-glance summary of the 3 year initiative. (see below)

The staff was then charged with defining the initiatives—program & team growth, communications, development, stakeholder & volunteer engagement plans – the timelines and the metrics that would be used to accomplish these goals between now and 2017. (see next page)

The Strategic Plan Oversight Committee consists of Laurie Lashbrook, Laurie Gould, Mike Malleck, Derek Schoonbaert and Margaret Anderson. It is chaired by Tim Marko.

Respectfully submitted,

Tim Marko, Chair

STRATEGIC PRIORITIES Ronald McDonald House Southwestern Ontario – Strategic Plan Summary 2014-2017



Expand
our Programs and
Services

Impact

- Enrich existing programs and services
- Expand capacity to meet growing demand
- Extend reach beyond the house and throughout the region



Achieve
Organizational
Excellence

Operational Excellence

- Foster a culture of success, innovation and continual improvement
- Advance a long term technology plan
- Enhance annual performance management, professional development and outcomes measurement program
- Enhance services by adopting best practices



Strengthen
Strategic Relationships
and Mobilize Support

Network Development

- Foster stakeholder engagement
- Grow strategic funding
- Enhance communication to key audiences
- Enhance volunteer engagement

VISION

Giving sick children what they need most... their families.

MISSION

To provide comforting and supportive programs and services for families of seriously ill children who require medical care.

VALUES

Compassion, Integrity, Respect, Excellence, Collaboration.



Ronald McDonald House
SOUTHWESTERN ONTARIO

Goal	Objective	Initiative	Measurement	Priority Owner	Progress in 2014				Progress in 2015				Mitigation Strategy (if yellow or red)
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Expand our programs & services	Enrich existing programs and services	Identify/define new support programs to enhance existing programs	Definition of new support programs completed by Feb. 2015	Director of Family & Volunteer Services									
		Implement new support programs	# of new programs based on above implemented on time and on budget	Director of Family & Volunteer Services									
	Expand capacity to meet growing demand	Conduct capacity review of facility	Capacity review completed by Feb. 28, 2015	Executive Director									
		Implement recommendations of capacity review	Recommendations completed by Aug. 31, 2017 Increased # of families served	Executive Director									
	Extend reach beyond House and throughout the region	Explore expansion of Family Room concept commencing with Windsor	Engage Windsor Regional Hospital in discussions re planning, to be completed by January 2015	Executive Director									
		Implement Family Room concept in Windsor	Implement Family Room at WRH by December 2015 Establish baseline metrics by Dec. 2016 (families served, min. satisfaction level, etc.)	Initially Executive Director									
		Based on Windsor model, explore other opportunities in key communities	2016-2017	Director of Family & Volunteer Services									
		Explore potential for pediatric hospice program	Report of finding - February 2015	Executive Director									
Achieve Organizational Excellence	Foster a culture of success, innovation and continual improvement	Develop & implement a comprehensive Team Growth Plan - become the place everyone wants to work	Full plan implemented by Aug. 31, 2015	Executive Director									
			Staff & volunteer satisfaction survey results improved by 10% by Nov. 2015 (and %5 annually thereafter)	Executive Director									
			Controllable staff turnover reduced by 10% annually	Executive Director									
	Advance a long range technology plan	Conduct a process & capacity review and develop a comprehensive technology plan with sufficient annual budget allocations	Process & capacity review completed by April 2015	Executive Director									
			Technology plan with metrics established by August 2015 Implement & monitor through August 2017	Initially Executive Director Office Manager									
	Enhance annual performance measurement professional development & outcomes measurement	Develop & implement a comprehensive employee management plan	Develop & implement robust performance measurement tools by December 2014	Executive Director									
			Competitive salary grid developed by June 2015, (75% percentile) fully implemented by September 2017	Executive Director									
			Comprehensive, clearly defined benefits & development opportunities in effect by September 2015	Executive Director									
		Develop & implement a plan to address organizational continuity and longevity	Increase in staff satisfaction level by November 2015	Executive Director									
			Develop emergency / contingency plan by June 2015 Implement cross training completed by December 2015	Executive Director Executive Director									
	Enhance services by adopting best practices	Solidify accountability, transparency and policies	Conduct a thorough review of all policies, regulations and terms of reference by Dec. 2015, compliant with NFP Corporations Act July 2017	Executive Director									
			Conduct a thorough risk analysis by March 2015	Executive Director									
			Base line organizational scorecard (metrics) - September 2015	Executive Director									
			Board satisfaction (risk & informed) at acceptable level by June 2015	Executive Director									
Strengthening Strategic Relationships	Foster stakeholder engagement	Develop & implement a comprehensive stakeholder engagement plan	Program developed by March 2015	Director of Development									
			Annual outreach targets met	Director of Development									
			Awareness, volunteer levels and funding increasing	Director of Development									
	Grow Strategic Funding	Refine & implement a comprehensive development program	Meet or exceed budget target annually	Director of Development									
			Maintain or surpass industry standards for spending ratios (<35% by Aug 31, 2015 & <30% by Aug 31, 2016)	Director of Development									
			Identify & plan for potential new capital project requirements	Director of Development									
	Enhance communications to key audiences	Create & implement comprehensive communications plan	Metrics developed as identified	Director of Development									
			Plan created by March 2015	Director of Development									
			Cross training of staff, Board and volunteers completed by August 2015	Director of Development									
			10% annual increase in participation in community outreach events	Director of Development									
	Enhance volunteer engagement	Develop & implement a comprehensive volunteer engagement program	20% annual increase in social media platforms	Director of Development									
			Baseline survey completed by November 2014	Director of Family & Volunteer Services									
			Program developed and implemented by September 2015	Director of Family & Volunteer Services									
			Volunteer satisfaction level increased by 20% by September 2016	Director of Family & Volunteer Services									

House & Facilities Report for the 2013 – 2014 Fiscal Year

Progression continues for the House & Facilities Committee as the supportive group continues to actively oversee new initiatives and improvements for the Facility and General Operations of the House.

The Committee consists of Tom Bes, John Crookes, Paul Pogue (Facilities Coordinator), Lestra Irvine (Co-Chair) and Sue Van Arnhem (Co-Chair) with Margaret Anderson (past co-chair) and Jessi Linn Davies (Office Administrator) supporting with administrative system knowledge and minutes.

While residual concerns from the expansion have settled, the committee works toward long term facility care and ongoing evaluations of efficiencies and operational excellence.

Priorities for the group over the past year included:

- Advancements in Facility Management Practices
- Development of Key Operating Systems
- Compliance in all areas of Occupational Health and Safety

Facility Management:

Led primarily by Paul Pogue and supported by designated committee members, the aspects around facility management have grown to encompass longer term planning with intent for proactive maintenance and budgeting for depreciating equipment. Draft maintenance and repair schedules have been created in partnership with an audited equipment standards review. The committee works to finalize these schedules by the Spring of 2015 to provide a full budgetary estimate for equipment that will be reaching estimated lifespan expiration in the approaching years.

As the House faced ongoing storage challenges and increasing team growth in both paid and volunteer roles, a capacity review was deemed necessary and the House & Facilities Committee led the sourcing of an architectural firm to conduct a full analysis. The analysis and proposals continue as the Committee disseminates the information in preparation for review with the Board in the new year.

Updates continue with Tom Bes leading a review of the Fire Safety Plan while additional consultants are sourced to implement an Emergency Response Plan to mirror the codes of the hospital and equip our staff to not only be more aware of the hospital codes, but be fully prepared to respond internally. These plans will see implementation in the new year with training for all staff to follow.

Operating Systems:

As the committee takes a wholesome look at operations through a formal capacity review, new internal systems have also been identified to increase efficiencies and provide improved workflow and additional protection for the families and employees.

Efforts have been made towards building a full inventory control system to better account for storage locations, assigned responsibilities and regular monitoring of supplies to ensure a seamless operation is established. Preliminary steps have been taken to model this new system, and efforts continue with hopes to bring technology into the plans in the coming year.

Communication systems, technology, CCTV security and access control all remain top system priorities to review regularly. Decisions were made throughout this past year to implement more cameras to ensure our newly contracted security guards were provided with the best resources to be successful in their roles. Access control systems are essential for protection and comfort, however, they continue to challenge us with small discrepancies as we source more training from the supplier.

Occupational Health & Safety:

As the RMH team has increased in numbers, the House & Facilities Committee has supported this growth by sourcing products and assisting in the creation of a robust Health & Safety Program with a newly established Joint Health & Safety Committee. The House and Facilities Committee supported the team in ensuring compliance with the new July 1st Awareness Training and continue to work towards a finalized program and annual training reviews within the coming year.

Lestra Irvine and John Crookes continue to actively support RMH program staff to ensure safe food handling practices are in place under the guidance and standards set by the Middlesex London Health Unit. These standards, along with the failing dishwashers in our kitchen, necessitated the purchase of four new Miele Professional industrial strength dishwashers which all reach sanitizing temperatures.

The committee continues to support the research and implementation of the RMH infection control guidelines in partnership with the Children's Hospital. As these new guidelines are implemented, the committee is aware and looking at the effects of hotel usage under new infection control guidelines and health screening questions. Increased cleaning responsibilities will be reviewed and spaces evaluated for any additional safety measures that can be executed.

As we continue to evaluate best practices within our beautiful facility, we never forget the partners that provide the day to day necessities, and nutritional staples for our families and the comfort of a room should they arrive to find our House full.

We would like to thank the following hotel partners for providing 987 nights of comfort at deeply discounted rates for our families during this time:

- Best Western Lamplighter Inn – (bulk of families stayed here)
- Holiday Inn Hotel & Suites (formerly London Hotel & Suites)
- Quality Suites
- Travelodge

A tremendous thank you for the following gifts and services provided right to our bright red door:

- Agropur – Sealtest & Natrel products – milk, juice, creamer, butter, yogurt
- Coca Cola Canada Ltd. – Coke products (provided to families for only \$0.25 each)
- Ecolab – cleaning products
- Kellogg – breakfast and snack foods
- Kruger Products – paper towels, napkins, toilet paper, tissues
- La-Z-Boy – 4 pieces of furniture per year
- London Hospital Linen Service – laundry service
- Mother Parker's Foods Limited – coffee and tea
- McDonald's Restaurants of Canada Ltd. – product, personnel, financial support, etc.
- Trap Doc – yearly grease trap cleaning

Respectfully submitted,

Lestra Irvine, Co-Chair

Sue Van Arnhem, Co-Chair (Director of Family & Volunteer Services)

Human Resources Committee Report for the 2013-14 Fiscal Year

The Human Resources Committee (HRC) is comprised of Rob Hiscox, Anne McNeil and Beth Pustai, co-chaired by Board member Jason Lessif and Executive Director Margaret Anderson.

This past year has been a busy one for the HRC – here are some of the highlights:

- Support in the hiring of the new Director of Family & Volunteer Services
- Review and updates to the performance management system
- Review and updates to the job descriptions
- Review and updates to the staffing model – adopting a ‘No One Works Alone’ model for the midnight shifts which led to the partnership with Garda Securities as well as adjusting the staffing levels for the front line staff in Family Services during the busiest times of the week
- New organizational chart – see on page ____
- Review and update to Terms of Reference as well as introduction of Conflict of Interest Policy for Committees

Priorities for the coming year include:

- Updating the Executive Director’s job description
- Development of market rate salary grades based on responsibilities of job description
- Comprehensive risk management review – particularly around adequate insurance coverage (WSIB, health & LTD, and sick days)
- Oversight of the training requirements of staff and volunteers: WHMIS, Health & Safety, etc.
- Updating language in Employee Self Management Handbook – including areas such as Leaves of Absence, etc.

Respectfully submitted,

Jason Lessif, Board Chair

Margaret Anderson, Executive Director Co-Chair

Governance Committee Report for the 2013-14 Fiscal Year

The 2013-14 Governance Committee was steadfastly served by Barbara Carter, Barry Irwin, Laurie Lashbrook, Tim Marko, staff representative Margaret Anderson, and Lou-Anne Farrell as Chair.

Over the past year the following has been undertaken:

- Completed work plan for the year
- Completed Governance Action Planner modules from RMHC Canada
- Designed and conducted first annual Board Evaluation Survey in 2013
 - Report was made to the board regarding suggested improvements and goals
 - Made recommendations to board and board chair regarding ensuring Board meeting agendas allow time for strategic and long-term thinking
- 2014 Board Evaluation Survey completed
 - Review of survey result in progress at year end
- Reviewed and made recommendations relating to transition to new “chapter” relationship with RMHC Canada, including:
 - Reviewing amended license agreement and Memorandum of Understanding
- Reviewed and made recommendations regarding our Board Orientation process and mentorship for new board members
- Provided advice and support to staff regarding establishment of Board Portal on website
- Reviewed issue of term limits for board members, presented recommendation to Board and prepared wording for AGM re proposed bylaw change
- Monitored progress of new legislation governing Not-for-profit Corporations and reviewed steps to be taken to ensure timely compliance once legislation in force
- Full Bylaw review postponed pending review of effect of new legislation
- Reviewed Terms of Reference for various RMH committees to ensure consistency and compliance with governance model:
 - Human Resources Committee
 - Strategic Plan Oversight Committee
 - Investment Committee
- Reviewed our Directors’ and Officers’ insurance coverage

Our work in the coming year will be to support the governance goals of the strategic plan as we continue to advance organizational excellence and deliver more mission.

Respectfully submitted,

Lou-Anne Farrell,
Chair

Nominating Committee Report for the 2013 – 2014 Fiscal Year

Southwestern Ontario Childrens Care Inc. Board of Directors – Tenure As of August 31, 2014

Board of Directors – Tenure

Margaret Anderson	2001	Board Secretary, Executive Director
John Van Osch	2003	Past-President
Michael Barrett	2007	President
Barbara Carter	2008	(not confirmed until Jan 2009)
Lou-Anne Farrell	2008	Vice-President
Tim Marko	2008	Governance Committee Chair
Michael Malleck	2009	Past-President
Barry Irwin	2009	RMH Classic Chair
Bob Sandford	2010	Treasurer
Laurie Lashbrook	2011	
Jason Lessif	2011	McDonald's Appointee, HR Committee Chair
Greg Marshall	2011	
Lestra Irvine	2012	McDonald's Appointee, House & Facilities Chair
Laurie Gould	2012	Hospital Appointee
Jill Craven	2013	Hospital Appointee
Derek Schoonbaert	2013	

Terms ending in 2014

Standing for re-election/re-appointment

Barbara Carter	No
Lou-Anne Farrell	Yes
Tim Marko	No
Bob Sandford	Yes

And appointees

Laurie Gould	Yes
Lestra Irvine	Yes

New Names being put forward for consideration for 2014-16:

There were two vacancies on the Board due to attrition early in the year. Additionally, Barbara Carter and Tim Marko will be stepping down from the Board and not standing for re-election. After a review of needed skill sets and evaluation process of candidates, the Nominating Committee would like to put forward the following candidates to serve for the next two years:

Dave Fulton, Harry Van Bavel and Jon Williams.

This will leave one open vacancy for which the Committee will continue to search for an appropriate candidate from the Windsor Region to inform the program development that is being conducted there.

Respectfully submitted,
John Van Osch, Chair

Meet our New Board Candidates

Dave Fulton

Dave is originally from Scotland but has spent most of his life in or around the London area. He graduated from the University of Western Ontario in 1990 with a Bachelor's Degree – Major in Economics. An avid golfer and a diehard Maple Leaf fan he resides in London with his wife, Charmain and their 2 daughters Sydney & Brooke.

Dave enjoyed a long term career with PFW Systems Corp. (1990 – 2011) which was the company that created a business system that many John Deere dealers use to run their day to day businesses. Over the 20+ years there Dave held many different management roles and travelled extensively throughout North America.

Dave joined Huron Tractor (the original PFW Dealer) in 2011 as a Partner who's current role is General Manager – Administration. He oversees IT, Administration and Human Resources. Huron Tractor has always been a strong supporter of the RMH charity as they both service very similar geographic areas of Southwestern Ontario. Dave's first contact with the Ronald McDonald House came in 2013 when he served on the golf committee. He is very excited for the opportunity to continue to serve RMH as a member of the Board of Directors of RMHSWO.

Harry Van Bavel

Harry grew up in Strathroy where he attended elementary school and high school. After graduating from university he moved to London and started a career in the financial services industry where he earned a Certified General Accountants designation. Somehow this led Harry to law school and a career as a debt restructuring lawyer with the firm, Harrison Pensa LLP, where he has practiced for the past 24 years.

While he has had no direct involvement to date with Ronald McDonald House, Harry has had the opportunity for the past 6 years to be involved with children's mental health services and the impact mental health issues bring to their families.

Harry and his spouse live in London. They have 2 adult children, one of whom is married, and one grandchild.

Jon Williams

Jon grew up in London. He attended Oakridge Secondary School, and received a Bachelor Arts Degree in Economics from the University of Western Ontario. Jon and his wife Terri have three daughters, Morgan (9), Kendra (7) and Taylor (5).

Jon began his career in the financial services industry in 1998, working for Merrill Lynch as an associate investment advisor. Then in 2001 he joined Manulife Financial, and was promoted to Regional Vice President with Manulife Investments – he maintained this role until 2008 when he joined Manulife Securities and created the Williams Financial Group.

Today, Jon is the head of The Williams Financial Group and oversees all the responsibilities of the team including oversight of client portfolios, client meetings and investment research.

Strong and Stable: Ready to expand our programs and services 2014-2017

SUMMARY OF REVENUES AND EXPENDITURES – September 1, 2013 – August 31, 2014

	<u>2014 Actual</u>	<u>2014 Budget</u>	<u>2013 Actual</u>
Revenues	\$2,116,569	\$1,969,298	\$1,922,139
Expenditures	<u>(1,600,267)</u>	<u>(1,868,951)</u>	<u>(1,563,649)</u>
Subtotal	516,302	100,347	358,490
Unrealized gain (loss)	<u>396,317</u>	-	<u>(162,980)</u>
Net	<u>\$ 912,619</u>	<u>\$ 100,347</u>	<u>\$ 195,510</u>

- Operating surplus, without unrealized investment income (loss), is \$516,302 vs. \$358,490 in 2013
- Donations / Fundraising increased \$166,002 over 2013 and McDonald's revenues are also up \$32,909.
- Bequests received in 2014 were \$221,381, an increase of \$80,881 over last year.
- Realized investment income of \$124,858 is down \$45,067 from 2013 due substantially to lower realized gains on the sale of investments.
- Unrealized gains at Aug 31, 2014 were \$396,317 vs. unrealized losses of \$162,980 last year (\$559,297 swing).
- Operating expenditures for 2014 were \$1,600,267 compared to \$1,563,649 in 2013.
 - **Administration / Fundraising** **\$391,421** (\$58,589 increase)
 - Salaries/benefits \$263,519 - up \$41,198, additional staffing
 - Promotion \$53,479 - up \$38,569, newsletter/postage, website, videos, donor wall, planned giving, vehicle program
 - All other items \$74,423 - down \$21,178, reduction in professional fees and other items
 - **House / Family Room** **\$1,208,846** (\$21,971 decrease)
 - Salaries/benefits \$447,799 - up \$31,714, additional staffing (24 hour model adopted)
 - Offsite accommodations \$50,389 - up \$6,551, indicates increased demand again
 - Programs/Supplies \$55,250 - down \$4,358, consistent with 2013
 - Utilities/telephone \$90,563 - up \$7,265, long cold winter
 - Repairs/maintenance \$102,799 - down \$29,664, less work required than in 2013
 - Amortization expense \$427,392 - down \$36,829, declining balance basis
 - All other items - up \$3,350

CONCLUSION

We improved our financial position in 2014 and we are ready to fulfill our strategic priorities of expanding our programs and services for the families of seriously ill children who require medical care in southwestern Ontario.

I would like to thank the staff, board members and the volunteers for their assistance over the last year.

Respectfully submitted,

Robert G. Sandford, CPA, CA, LPA – Treasurer