



June 30, 2020

Dear St. Clair O'Connor Community,

We are very pleased to announce that we are finally moving into our new permanent organization structure as announced last year. Despite such distracting events as accreditation and COVID, our interim Executive Director Mary Hoare has completed the four necessary strategic talent searches which were identified last year.

Effective July 1, 2020 SCOC will operate under the following senior management organizational structure:

- Chief Executive Officer (CEO) – Mary Hoare
 - Reports directly to the Board
 - Responsible for over-all governance and policy as well as strategic development
 - Provide oversight and direction to the Chief Operating Officer
- Chief Operating Officer/Chief Financial Officer (COO/CFO) - Gary Basran
 - Reports directly to the CEO
 - Responsible for over-all management of the Community
 - Provide oversight and direction to the operational Directors, Management and Staff
- Director of Long Term Care (LTC) Services – Vanda Cozier
 - Reports directly to the COO
 - Responsible for overall operations of the LTC
 - Fulfil all duties as required by the Ministry of Health, specific to LTC, as previously assigned to the Executive Director role
- Director of Community and Support Services – Isaac Weinroth
 - Reports directly to the COO
 - Responsible for overall operations of all non-LTC services such as housing, adult day program, senior active living center, and Chaplaincy
- Manager of Environmental Services – Michael Ogbuka
 - Reports directly to the COO
 - Responsible for overall operations of the Environment Services department

For your information, we have attached a high-level organizational chart to help you identify which of the Directors, Managers, or if necessary, the COO you are to contact as needed and as related to the service(s) in question. The CEO will not be directly involved in the day to day operations of the Community and as such will be communicating with, if necessary, through the COO or as may be dictated by our complaint policy and process. With respect to our complaint policy and process, the prescribed order of communications and if necessary, escalation remains the same while recognizing the term Executive Director (ED) is to be replaced with Chief Executive Officer (CEO) and all other lines follow that of the attached organizational chart. Communications upwards move from staff to supervisor to manager to director to the COO and only if absolutely necessary to the CEO. The Governance Committee will now start the work of revising our governance documents to reflect this organization and titles.

We wish at this time also to express our sincere gratitude to Mary for having stepped back into operations on an interim basis for the past 9 months, and in doing so has lead us through accreditation and COVID's arrival, and continued her work on strategic development, including the talent search for our new senior management.

We wish also to thank the Community for its patience and support through this year long process of transition. May we all now look forward to getting to know and support Gary, Vanda, Isaac, and Michael and making them feel welcome in the Community. We are blessed that they have decided to join and serve.

Yours in service,
Murray Oliver
Chair, Board of Directors
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c.c. SCOC Board



SCOC Organizational Chart

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