

Board of Directors Meeting Minutes
Zoom Meeting – Friday, March 22, 2024 – 10:00 am

Present: Jackie Gardner-Nix, Elaine Azzopardi, Tim Miller, Angela Grogan, Judy McLean, Cindy Anthony, Sharyl Ann Milligan, Stephen Beauchamp, Selena Forsyth, Sharron MacDonald, Jessica Clarke, Tina Stephens, Sherry Gibson, Director, Hospice Services.

Regrets: Trish Baird

Topic	Discussion	Decision/Action
Board Education	Ed’s House Bed Expansion – An update on the current bed expansion project was presented by Director of Hospices Services, Sherry Gibson.	Presentation available on Board Portal.
1.1 & 1.2 Quorum & Declaration of Conflict of Interest	The meeting was called to order by Jackie Gardner-Nix who welcomed everyone. There was a quorum present, and no conflicts of interest were declared.	No conflicts were declared.
1.3. Approval of Consent Agenda	Approval of Consent Agenda Fundraising Committee minutes pulled out for discussion to point 4.1.2.	Motion by: Judy McLean to approve the consent agenda. 2 nd by: Elaine Azzopardi. Carried.
1.4 Approval of Agenda	Approval of Agenda	Motion by: Cindy Anthony to approve the agenda. 2 nd by: Jessica Clarke. Carried.
3. Business Arising from Minutes	3.1 Integrated Ethics Framework An Ethics Framework policy was presented by Sherry Gibson. CCN is looking to adopt this policy from the work that is currently being done with CEREN (Central East Regional Ethics Network). Question raised around what the reporting piece of the document looks like. Sherry will explore further and report back for the next Board meeting.	Motion by: Jessica Clarke to approve the policy as presented. 2 nd by: Angela Grogan Carried.
4. Board Business/Committee Matters	4.1 Governance Committee – Policies for Approval 4.1.1 Draft Succession Planning Policy – With succession planning being part of the Strategic Plan this policy was developed. Suggestion that the Senior Management team review on a yearly	Motion by: Jessica Clarke to approve the policy with the minor changes. 2 nd by: Selena Forsyth. Carried.

	<p>basis and remove comment “and evaluate every six months.”</p> <p>4.1.1 BD-100 Process for Selection of Board Officers – The wording of this policy was changed to incorporate the Board officer positions of Vice Chair, Treasurer, and to add the recommended terms of office. Minor wording changes suggested along with the addition of a point describing the procedure when there are no vacancies on the Board.</p> <p>4.2 Foundation Update Bylaws were presented to the Foundation as per the CCN Board suggestions. Bylaws are now with SMM Law for review and will be presented at the Foundation AGM for approval. Planned Giving Committee planning an event for October 2024.</p> <p>4.3 OHT-N/Advisory Council Update OHT-N staff positions have now been filled. The Advisory Council can now move forward with meetings.</p> <p>4.4 CEO Evaluation Tina will send out the link to complete the CEO evaluation in the next couple of weeks. A completion date will be included in the email. Results will be compiled and sent to the Chair.</p>	<p>Motion by: Elaine Azzopardi to approve the policy with the minor changes. 2nd by: Sharron MacDonald Carried.</p> <p>For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p>
5. Termination		Motion by: Selena Forsyth

Next Meeting – Friday, April 26, 2024 – 10:00 am – Zoom

Finance Committee Meeting Minutes
Zoom Meeting – Monday, April 8, 2024 – 9:00 am

Present: Judy McLean, Jackie Gardner-Nix, Stephen Beauchamp, Tim Miller, Angela Grogan, Trish Baird, Meaghan Spencer (Finance Manager, CMH) Jordyn Boivin (Analyst, CMH), Adam Kolisnyk (CFO-CMH) Tina Stephens

Regrets: Donna Moulton

Topic	Discussion	Decision/Action
1. Quorum & Approval of Agenda	The meeting was called to order by Judy McLean and a quorum was present.	Motion by: Stephen Beauchamp to approve the agenda. 2nd: Tim Miller Carried.
2. Approval of Minutes	2.1 Approval of previous minutes – Feb. 9, 2024	Motion by: Stephen Beauchamp to approve the previous minutes. 2nd: Angela Grogan Carried.
3. Business Arising	<p>3.1 2024/2025 Agency Budget Review The 2024/2025 Agency budget was presented to the Committee. Detailed assumptions & explanatory notes were included and variances from 2023/2024 were also outlined in the presentation. Jordyn took questions from the Committee.</p> <p>3.2 2024/2025 MSAA Extending Letter The 2024/2025 MSAA (Multi Service Accountability Agreement) was circulated. This letter will be added in the Consent agenda items at the next Board meeting.</p>	Motion by: Stephen Beauchamp to accept the 2024/2025 Agency Budget as presented with a recommendation that the budget be presented at the next Board meeting for approval. 2nd: Angela Grogan Carried.
4. Termination		Tim made the motion to terminate.

Next Meeting: TBD – 9:00 am - Zoom

Governance Committee Meeting Minutes Zoom Meeting – Friday, April 5, 2024 – 9:00 am

Present: Elaine Azzopardi, Jessica Clarke, Stephen Beauchamp, Cindy Anthony, Trish Baird, Tina Stephens,

Regrets:

Topic	Discussion	Decision/Action
1. Quorum & Approval of Agenda	There was a quorum present.	Motion by: Cindy Anthony to approve the agenda. 2 nd by: Jessica Clarke . Carried.
2. Approval of Minutes	2.1 Approval of Previous Minutes – March 1, 2024	Motion by: Jessica Clarke to approve the minutes of Mar. 1,2024. 2 nd by: Cindy Anthony. Carried.
3. Business Arising	3.1 BD-110 Media Relations The revised policy BD-110 Media Relations was presented. Some minor word changes were discussed. Including a definition of “Media” was discussed. Elaine will email Tina suggested changes and Tina will email the final version to the Committee. There was some discussion around social media and should there be a specific policy created for the Board, volunteers and staff. This point will be further discussed at a later date.	Tina will email the Committee the revised version for approval through email.
4. New Business/Work Plan Items	4.1 Review Progress of Strategic Priorities & Objectives The CCN Operational Planning report was circulated. Senior management is meeting monthly to discuss areas of the plan as this is a new process. This will be put on the Consent Agenda for the next Board meeting. 4.2 Review Board Orientation The Board Orientation checklist was circulated. The committee felt this orientation list looked good as it was thoroughly reviewed and revised last year. 4.3 Board Evaluation & Assessment Process The yearly Board Self-Assessment questionnaire was presented. There were no changes suggested.	For Discussion For Discussion For Discussion

5. Policy Review	The Committee reviewed the below policies and made the following recommendations: <ol style="list-style-type: none">1. BD-160 Board of Directors Nomination & Election – Add words: “But not limited to” in the Profile of a Director 1st line.2. A: Nominations Committee – Change the words “time to time” to “yearly” or “as required by the Board”.3. Under References change the word “will” to “may”.4. Review every 3 years. Consent Agenda Policy – Committee felt this policy looked good. Suggestion made to bring this forth to the Board for further feedback as to how the Board feels the Consent Agenda process is going.	For Discussion Consent Agenda policy will be included in the next Board meeting materials for further discussion.
Terminate		Motion by: Stephen to Terminate

Next Regular Meeting: Friday, June 7, 2024 – 9:00 am – Zoom.

Strategic Direction <i>(Select from dropdown options)</i>	Key Commitment <i>(Select from dropdown options)</i>	Activity / Tactic	Outcome <i>(Measurement of success)</i>	Target <i>(Completion Date)</i>	Priority Level <i>(Low, Medium or High)</i>	Progress	Notes <i>(Next steps, etc.)</i>
1. Reenergized Capacity, Rejuvenated Culture	1.1 Reinforcing our staff and volunteer capacity through renewed strategies for attracting and retaining great people	Draft a policy promoting organizational opportunities for professional growth	Policy created and approved	February 16 2024	High	Between 25 and 75%	Policy has been created and final review in process.
	1.1 Reinforcing our staff and volunteer capacity through renewed strategies for attracting and retaining great people	Explore options for better work/life balance	Have researched, created & implemented minimum of 2 new strategies, i.e. Mental health strategies, flexible work options etc.	March 31 2025	Medium	Not started	
	1.1 Reinforcing our staff and volunteer capacity through renewed strategies for attracting and retaining great people	Review of remuneration package for employees - utilize recent salary surveys published by OCSA & partners & HPCO & investigate pension options.	Recommendation to board for 24/25 budget year	March 31 2025	Medium	Between 25 and 75%	Received ompensation reports from HPCO and OCSA+ partners. Received presentation and costing from Hoop pension and awaiting second presentation on retirement benefits for comparision.
	1.1 Reinforcing our staff and volunteer capacity through renewed strategies for attracting and retaining great people	Create a volunteer strategy #engaging volunteers #understanding what we do well #Advisory Committee #Surveys	Vol committee in place. Create & completed Volunteer survey, interviews. Needs & wants identified. Strategies created.	March 31 2025	Medium	Between 25 and 75%	Volunteer survey completed - 106 respondents. Results being compiled for dissemination. Committee framework is in progress
	1.1 Reinforcing our staff and volunteer capacity through renewed strategies for attracting and retaining great people	Investigate EAP supports for all employees.	Recommendation to board for 24/25 budget year.	Feb 28 2024		Completed	Included in budget in April 2024. All employees now have EAP program available.
1. Reenergized Capacity, Rejuvenated Culture	1.2 Prioritizing healthy succession across all core roles	Create a succession plan document for key positions in the organization including Board, Senior Management and other identified key positions.	Plan completed and approved by Board	March 31 2024	High	Between 1-25%	start date January 1 2024 - Policy approved at Board meeting in March. Key Role Risk Assessments to be completed in April by Directors
	1.2 Prioritizing healthy succession across all core roles	Knowledge Transfer Template	Template completed and in use.	June 30 2024	High	Between 1-25%	Some research has taken place on what the template will look like
	1.2 Prioritizing healthy succession across all core roles	Job Description Review	Review Completed	Sept 30 2024	High	Between 1-25%	Some job descriptions have been reviewed and updated.
1. Reenergized Capacity, Rejuvenated Culture	1.3 Driving fundraising strategies to promote financial stability	Clarify & confirm role of the CCN Fundraising Committee	consensus on Terms of Reference	August 30 2024	Medium	Between 1-25%	ToR discussed at Feb meeting with revisions made to come back in April.
	1.3 Driving fundraising strategies to promote financial stability	Review relationship between CCN Fundraising and Ed's House Foundation fundraising - Do we need a strategy committee versus an execution committee		August 30 2024	Medium	Not started	
	1.3 Driving fundraising strategies to promote financial stability	Review involvement of CCN staff & volunteers within fundraising strategy		August 30 2024	Medium	Not started	
	1.3 Driving fundraising strategies to promote financial stability	Consistent fundraising messaging across all platforms (social media & website)		July 1 2024		Not started	
	1.3 Driving fundraising strategies to promote financial stability	Re-design/re-launch of our website		Mar-25	Medium	Between 1-25%	April 24 - review feedback received from current users of website.
	1.3 Driving fundraising strategies to promote financial stability	Develop a fundraising plan - build/update - communicate with internal staff & volunteer where appropriate		Oct 31 2024		Not started	

2. Cohesive Identity, Empowered Community	2.1 Building a cohesive brand that supports our healthy reputation and increases our visibility across our community	Using an external facilitator, evaluate communication & branding	clearly define the brand of CCN in the minds of our audience.	June 1 2025		Not started	start Jan 2024
	2.1 Building a cohesive brand that supports our healthy reputation and increases our visibility across our community	Education of various departments to volunteer base	Ensuring all volunteers are aware of programs and services within CCN.			Between 1-25%	Have in-person opportunities twice a year for volunteers to meet . Orientation process currently in review.
1. Reenergized Capacity, Rejuvenated Culture	2.1 Building a cohesive brand that supports our healthy reputation and increases our visibility across our community	Improved orientation of new staff during onboarding process ensuring full organization review of programs & Services	In-person twice a year to provide in-depth information. High light opportunities available to staff.	August 1, 2024	High	Between 1-25%	Create payroll deduction form. (staff kudos, draw for \$10 gift card, 50/50 draw?) 1st week of April - test presentation with PSW new hires.
	2.1 Building a cohesive brand that supports our healthy reputation and increases our visibility across our community	Investigate necessity of team building across agency (in particular between client services and hospice)	One annual staff day, staff days (movie night, candy bar, skate night)	Sept 30 2024		Not started	
	2.1 Building a cohesive brand that supports our healthy reputation and increases our visibility across our community	Create Brand Ambassadors from our staff and volunteers	Education and tools on what we do, how we do it, success etc. Potential speakers in community.	Dec 31 2025		Not started	
2. Cohesive Identity, Empowered Community	2.2 Increasing community awareness through ongoing outreach and reciprocal relationships	Continue to focus on expertise in volunteering within Northumberland County	Researched and Hosted min. 2 Volunteer Leader education sessions for County Vol. Leaders	March 31 2025	Low	Not started	start April 2024
	2.2 Increasing community awareness through ongoing outreach and reciprocal relationships	Ensure involvement in OHTN in relevant areas		01-Jan-24	High	Between 25 and 75%	CEO continues on OHTN Collaboration Council. Staff will be assigned to support working groups once formed.
	2.2 Increasing community awareness through ongoing outreach and reciprocal relationships	Membership in Chambers of Commercences across the County - Board Participation	Make connections with business community for fundraising and awareness.	Dec 31 2024	Low	Between 1-25%	Memberships currently active in Trent Hills and Central N'land Chambers.
	2.2 Increasing community awareness through ongoing outreach and reciprocal relationships	Actively identify staff participation on relevant Board, Committees and Networks and encourage participation.	Staff & committee's identified, promotion to staff & staff placement completed.	March 31 2025	Low	Not started	current examples - Katie S (Multi Care Lodge) Jenny M (Survivor Thrivors)
	2.2 Increasing community awareness through ongoing outreach and reciprocal relationships	Investigate CareDove link to website	decision on use of caredove	Sept 30 2025	Medium	Between 1-25%	Dependent on new website & working OHT Digital Committee. Have begun research on CCN links to CareDOoe
2. Cohesive Identity, Empowered Community	2.3 Empowering our team and supporters with the information and tools to be champions	Providing easy to understand financials to staff for awareness		Dec 30 2024	Medium	Not started	Start April 2024 - infographics, financial stories,
	2.3 Empowering our team and supporters with the information and tools to be champions	Client and volunteer stories - share for impact regularly		Ongoing	Medium	Between 1-25%	Have started some client interviews. First test used for CCN mailer in December.
	2.3 Empowering our team and supporters with the information and tools to be champions	Ensure process for sharing client surveys and testimonials both internally and in our marketing		March 30 2025	Low		start June 2024 - ensure there is a waiver signed for all client, volunteer interactions.
	2.3 Empowering our team and supporters with the information and tools to be champions	Create videos - draft content strategy (?)	first start of videos (MOW & Grief Group individual) - find organic stories	Sept 1 2024		Between 1-25%	video camera purchase, determine content and schedule of interviews.

3. Accessible Programs, Quality Services

3.1 Focusing on the effective implementation of recent enhancements to service delivery	revisit our purpose for programs through evaluation and Quality Improvement approach	QI process in place. QI committee created to evaluate 1-2 programs per quarter.	March 31 2025	Medium	Between 25 and 75%	start Feb 2024 - Create a Q1 committee of Managers to determine a process/template on how best to evaluate program areas. Client surveys distributed and received during Q4 2023-24 (350 responses received). Currently analysing results.
3.1 Focusing on the effective implementation of recent enhancements to service delivery	Initiate an Accessibility Committee to review and ensure compliance with agency commitments with the Accessibility for Ontarians with Disabilities Act	Committee created with a Terms of Reference and Work Plan. Accessibility Plan posted on website, circulated to staff and volunteers and available to the public.	Sep-24	High	Between 1-25%	Researched various plans to adapt to CCN.
3.1 Focusing on the effective implementation of recent enhancements to service delivery	Ongoing commitment to HPCO Accreditation	HPCO Accreditation maintained, interim report due Feb 2024, New application in 2025.	Dec-25	High	Between 25 and 75%	Interim report submitted.
3.1 Focusing on the effective implementation of recent enhancements to service delivery	Research agency wide accreditation options	Direction determined regarding agency accreditation.	March 31st 2025	Medium	Not started	
3.1 Focusing on the effective implementation of recent enhancements to service delivery	Access formal and qualified ethics support tailored to the needs of CCN to ensure an ethical approach within all aspects of service delivery and care.	Demonstrate a strong relationship with the Central East Regional Ethics Network to support an agency Ethical Framework including staff and volunteer training and support, administrative review of policies and processes, access to ethical support as required.	Ongoing	Medium	Between 25 and 75%	Monthly meetings are held between CE-REN(Josh) and CCN (Sherry). Workplan has been reviewed and approved by Board. Volunteer sessions have been held, completed 'rounds' monthly, site visits have happened and access to him.
3.2 Collaborating across our community to streamline access to service	Investigating how to maximize current IT connectivity through platforms like Caredove, Epic, Oceans, Shipp and Connecting Ontario	Shipp presentation given but now not appropriate.			Between 1-25%	Begin April 2024 Shipp - not a viable option. Awaiting Connecting Ontario. Need awareness of OHTN Digital Health Committee Plan.
3.2 Collaborating across our community to streamline access to service	Phone connectivity between Client Services and Hospice Services	Investigate the need for phone transfers between client services and hospice services.	June 30 2024		Between 1-25%	assessed # of calls being transferred between CS to HS - looking for a simple system to improve client transfers.
3.3 Modelling effective, engaging volunteer management practices	Proactively explore additional volunteer practices ie Volunteer Northumberland	Researched & engaged opportunities with Volunteer Northumberland and similar groups.	Dec 31 2024	Low	Between 1-25%	
3.3 Modelling effective, engaging volunteer management practices	Mentorship for other volunteer organization				Not started	
3.3 Modelling effective, engaging volunteer management practices	Provide leadership and active participation in volunteer initiatives around the county				Not started	



March 13, 2024

Ms. Trish Baird
Chief Executive Officer
Community Care Northumberland
174 Oliver Road, Unit 23, P.O. Box 1087
Campbellford, ON K0L 1L0
Email: t.baird@commcare.ca

Dear Ms. Baird,

Re: CCA s. 22 Notice and Extension of Multi-Sector Service Accountability Agreement (“Extending Letter”)

The *Connecting Care Act, 2019* (“CCA”) requires Ontario Health (“OH”) to notify a health service provider when OH proposes to enter into, or amend, a service accountability agreement with that health service provider.

OH hereby gives notice and advises Community Care Northumberland (the “HSP”) of OH’s proposal to amend each multi-sector service accountability agreement (as described in the CCA) currently in effect between OH and the HSP (each “SAA”).

Subject to the HSP’s acceptance of this Extending Letter, each SAA will be amended with effect on March 31, 2024, as set out below. All other terms and conditions of each SAA will remain in full force and effect.

The terms and conditions in each SAA are amended as follows:

- 1) **Term** – In section 2.1, “March 31, 2024” is deleted and replaced by “March 31, 2025”.
- 2) **Schedules** – The Schedules in effect on March 31, 2024, shall remain in effect until March 31, 2025, or until such other time as may be agreed to in writing by OH and the HSP.

Unless otherwise defined in this letter, all capitalized terms used in this letter have the meanings set out in each SAA.

Please indicate the HSP’s acceptance and agreement to the amendments described in this Extending Letter by signing below and returning one scanned copy of this letter by e-mail no later than the end of business day on **March 28, 2024** to: OH-East_Submissions@ontariohealth.ca.

The HSP and OH agree that the Extending Letter may be validly executed electronically, and that their respective electronic signature is the legal equivalent of a manual signature.

CCA s. 22 Notice and Extension of Multi-Sector Service Accountability Agreement (“Extending Letter”)

Should you have any questions regarding the information provided in this Extending Letter, please contact Navid Nabavi, Lead, Performance, Accountability and Funding Allocation at Navid.Nabavi@ontariohealth.ca or at 437.290.3943.

Sincerely,



Wilfred Cheung
Interim Chief Regional Officer, Toronto and East

c: Dr. Jackie Gardner-Nix, Board Chair, Community Care Northumberland
Eric Partington, Vice President, Performance, Accountability and Funding Allocation, Ontario Health East
Paul Caines, Director, Performance, Accountability and Funding Allocation, Ontario Health East
Navid Nabavi, Lead, Performance, Accountability and Funding Allocation, Ontario Health East

Signature page follows



CCA s. 22 Notice and Extension of Multi-Sector Service Accountability Agreement ("Extending Letter")

AGREED TO AND ACCEPTED BY

Community Care Northumberland

By:



Trish Baird,
Chief Executive Officer

I have authority to bind the health service provider.

Date: 03/13/2024
mm/dd/yyyy

And By:



Jackie Gardner-Nix,
Board Chair

I have authority to bind the health service provider.

Date: 03/15/2024
mm/dd/yyyy

