

**Board of Directors Meeting Minutes**  
**Zoom Meeting – Friday, April 26, 2024 – 10:00 am**

**Present:** Jackie Gardner-Nix, Tim Miller, Angela Grogan, Judy McLean, Cindy Anthony, Sharyl Ann Milligan, Stephen Beauchamp, Selena Forsyth, Sharron MacDonald, Jessica Clarke, Tina Stephens, Miranda Ng (Senior Underwriter, HIROC)

**Regrets:** Elaine Azzopardi, Tim Miller

<b>Topic</b>	<b>Discussion</b>	<b>Decision/Action</b>
<b>Board Education</b>	Director/Officer Liability Coverage – Miranda Ng, Senior Underwriter, Healthcare Insurance Reciprocal of Canada, presented a detailed report on CCN coverages.	Presentation available on the Board Portal.
<b>1.1 &amp; 1.2 Quorum &amp; Declaration of Conflict of Interest</b>	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.
<b>1.3. Approval of Consent Agenda</b>	Approval of Consent Agenda	Motion by: Cindy Anthony to approve the consent agenda. 2 <sup>nd</sup> by: Angela Grogan. Carried.
<b>1.4 Approval of Agenda</b>	Approval of Agenda	Motion by: Jessica Clarke to approve the agenda. 2 <sup>nd</sup> by: Judy McLean. Carried.
<b>3. Business Arising from Minutes</b>	<p><b>3.1 Bed Expansion Update</b> Beds officially started being used on April 9<sup>th</sup>. Still a few outstanding pieces of equipment to come in. Some tours have taken place, but a hard opening will need to be planned. As of March 31, the cost of expansion including equipment is \$439,000, which is well under the projected \$700,000 budget.</p> <p><b>3.2 Ethics Program Annual Report</b> The 2023/2024 Ethics Program Annual report was presented. The report outlined activities, strategies, processes, and future directions of the program.</p>	<p>For Information Purposes</p> <p>For Information Purposes</p>

<p><b>4. Board Business/Committee Matters</b></p>	<p>4.1 Finance Committee – 2024/2025 CCN Agency Budget – The 2024/2025 Budget was circulated. Some line-item changes were suggested, which the Finance Committee will investigate further.</p> <p>4.2 Governance Committee – Consent Agenda Policy was circulated, and the Governance Committee was looking for feedback from the Board on how they felt the use of the Consent agenda was going. The board felt this new process is still working well and suggested no changes.</p> <p>4.3 Foundation Update Talks are being held with SSM Law about adding additional directors, also about the creation of a Nominating Committee and recruitment. Lots of fundraising activities being planned. Handbags for Hospice event raised a net total of \$111, 000.</p> <p>4.4 OHT-N Update/Advisory Council Some meetings are happening now, but things are moving along slowly.</p> <p>4.5 Board Assessment Questionnaire Tina will send out the Board Assessment questionnaire after the Board session has concluded for the year. The Governance Committee will review the results once meetings commence in the fall.</p> <p>4.6 AGM The AGM will be tentatively booked for the end of June. The June Board meeting will be moved to Friday, June 14<sup>th</sup> (to be confirmed following meeting) which will be virtual. Trish will speak with Katie from KPMG, to find out the timeline of when the financial statements will be ready for presentation to the Board and the AGM will be formally planned after that.</p>	<p>Motion by: Judy McLean to approve the 2024/2025 Agency budget as presented. 2<sup>nd</sup> by: Stephen Beauchamp Carried. For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p>
<p><b>5. Termination</b></p>		<p>Motion by: Selena Forsyth</p>

**Next Meeting – Friday, May 31, 2024 – 10:00 am – Zoom**

# Community Care Northumberland Board of Directors Meeting

**Friday, April 26, 2024 – 10:00 am**

<https://us02web.zoom.us/j/82294008439>

Meeting ID: 822 9400 8439

Passcode: 290661



**Community Care**  
NORTHUMBERLAND

## **AGENDA**

<b>Item</b>	<b>Action</b>	<b>Lead</b>
<b>Board Education – Director/Officer Liability Coverage</b> Presenter – Miranda Ng, Healthcare Insurance Reciprocal of Canada	Information	Miranda
<b>1. CALL TO ORDER – Introduction of Board Members</b>		
1.1 Confirmation of Quorum 1.2 Declaration of Conflict of Interest 1.3 Approval of Consent Agenda 1.4 Approval of Agenda	Motion	Jackie Jackie Jackie Jackie
<b>2. CONSENT AGENDA</b>		
<i>The following items have been identified as part of the consent agenda for the regular meeting. A Director may request to move an item out of the consent agenda to further discuss or inquire about it before approval of the agenda.</i>		
<b>Items:</b> 2.1 Board Minutes – March 22, 2024* 2.2 Finance Committee Minutes – April 8, 2024* 2.3 Governance Committee Minutes – April 5, 2024* 2.4 CCN Operational Planning Report* 2.5 2024/2025 MSAA Extending Letter (Multi Service Accountability Agreement) *	Motion	Jackie
<b>3. BUSINESS ARISING FROM MINUTES</b>		
3.1 Bed Expansion Update 3.2 CCN Ethics Program Annual Report 2023/2024*	Information Information	Trish Trish
<b>4. BOARD BUSINESS/COMMITTEE MATTERS</b>		
4.1 Finance Committee – 2024/2025 CCN Agency Budget* 4.2 Governance Committee – Consent Agenda Policy* 4.3 Foundation Update 4.4 OHT-N Update/Advisory Council 4.5 Board Assessment Questionnaire	Motion Discussion Information Information Information	Judy Jessica Stephen Trish/Jackie Tina
<b>5. Motion to Terminate Meeting</b>		

\*Indicates Attachments

**Next Regular Meeting: Friday, May 31, 2024 – 10:00 am - Zoom**

**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

<b>Topic</b>	<b>Discussion</b>	<b>Decision/Action</b>
<b>Board Education</b>	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.
<b>1.1 &amp; 1.2 Quorum &amp; Declaration of Conflict of Interest</b>	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.
<b>1.3. Approval of Consent Agenda</b>	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 <sup>nd</sup> by: Elaine Azzopardi. Carried.
<b>1.4 Approval of Agenda</b>	Approval of Agenda	Motion by: Cindy Anthony to approve the agenda. 2 <sup>nd</sup> by: Jessica Clarke. Carried.
<b>3. Business Arising from Minutes</b>	<b>3.1 Integrated Ethics Framework</b> 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 <sup>nd</sup> by: Angela Grogan Carried.
<b>4. Board Business/Committee Matters</b>	<b>4.1 Governance Committee – Policies for Approval</b> <b>4.1.1 Draft Succession Planning Policy –</b> 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 <sup>nd</sup> 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. 2<sup>nd</sup> 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**

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**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

<b>Topic</b>	<b>Discussion</b>	<b>Decision/Action</b>
<b>1. Quorum &amp; Approval of Agenda</b>	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.
<b>2. Approval of Minutes</b>	2.1 Approval of previous minutes – Feb. 9, 2024	Motion by: Stephen Beauchamp to approve the previous minutes. 2nd: Angela Grogan Carried.
<b>3. Business Arising</b>	<p>3.1 2024/2025 Agency Budget Review The 2024/2025 Agency budget was presented to the Committee. Detailed assumptions &amp; 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.
<b>4. Termination</b>		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
<b>1. Quorum &amp; Approval of Agenda</b>	There was a quorum present.	Motion by: Cindy Anthony to approve the agenda. 2 <sup>nd</sup> by: Jessica Clarke . Carried.
<b>2. Approval of Minutes</b>	2.1 Approval of Previous Minutes – March 1, 2024	Motion by: Jessica Clarke to approve the minutes of Mar. 1,2024. 2 <sup>nd</sup> by: Cindy Anthony. Carried.
<b>3. Business Arising</b>	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.
<b>4. New Business/Work Plan Items</b>	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

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

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](mailto: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](mailto: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](mailto: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



# Community Care Northumberland Ethics Program

Current achievements, and future directions

April 2024

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**Joshua T. Landry M.Sc., CCE, HEC-C**  
Director and Ethicist  
Central East Regional Ethics Network  
CORE Member, Joint Centre for Bioethics  
University of Toronto  
[ethics@centraleastethics.ca](mailto:ethics@centraleastethics.ca)



Central East  
**Regional Ethics Network**



**CommunityCare**  
NORTHUMBERLAND

# Objectives

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- Review components of the Ethics Program
- Present trend data of Program activities for the period of: 1<sup>st</sup> August, 2023 – 31<sup>st</sup> March, 2024
- Future directions and considerations





# Ethics at CCN

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- Community Care Northumberland (CCN) recently made the decision to partner with the **Central East Regional Ethics Network (CEREN)** for access to professional health-care ethics services. The services are provided on an as-needed basis.
- The CEREN is based on previous work with the Champlain Centre for Health Care Ethics (Ottawa – <http://champlainethics.ca/>) to develop a coordinated, regional approach to health-care ethics support.
- The CEREN provides CCN access to:
  - Clinical and organizational ethics consultations
  - Regularly-scheduled ethics education
  - Ethics-related policy review
  - Support for Accreditation compliance of ethics-related standards if initiated/desired
- Anyone, at any time, may access the Ethicist: [ethics@commcare.ca](mailto:ethics@commcare.ca)



# Ethics Framework

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## An Ethics Framework

*“Provides a standardized approach to work through ethical issues. It guides behaviour and decision making and takes into consideration staff, client, and family perspectives. The framework may include values, codes of conduct, guidelines, criteria, processes, and other mechanisms to guide discussion and decision making about ethical issues. It also helps care providers recognize their moral responsibility and provides them with support to reflect on ethical issues they encounter.”*

- Accreditation Canada, Leadership Standards (1.2.1)



**ACCREDITATION**  
CANADA



# “Big-E” Ethics Framework

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- Ethics Strategy & Infrastructure:
  - *Clear accountability* in organizational structure and aligned with the MVV and strategic directions
  - *Designated personnel* with formal responsibility for ethics
  - *Tools, policies, and processes* to guide ethical decision-making
  - *Education & training*



# “Little-e” ethics framework

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- A pragmatic device to aid decision-making
  - “frame” the decision-making problem
  - aid deliberation about solutions
  - make relevant values, principles or issues explicit



“Ethical decision-making framework”

IDEA + A4R



# CCN Ethics Strategy and Processes

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CCN's formal Ethics Strategy and Processes are outlined in two key documents:

1. The Ethics work plan

- i. Provides high-level direction for the Ethics Program at CCN
- ii. Regularly reviewed and updated by the Ethicist and Director of Hospice Services

2. The Integrated Ethics Framework

- i. Outlines accountability for ethics at CCN, and key information such as how to request an ethics consultation.
- ii. Articulates a clear process for addressing ethical issues via consultation with the ethicist, and
- iii. Provides decision-making tools (frameworks) for working through ethical issues – the IDEA, and the Accountability for Reasonableness (A4R) frameworks.

In addition to the above documents, principle-based care and decision making is frequently facilitated via strong collaboration between the Ethicist and Director of Hospice Services, where engagement of the ethicist in ethical issues is regularly championed.



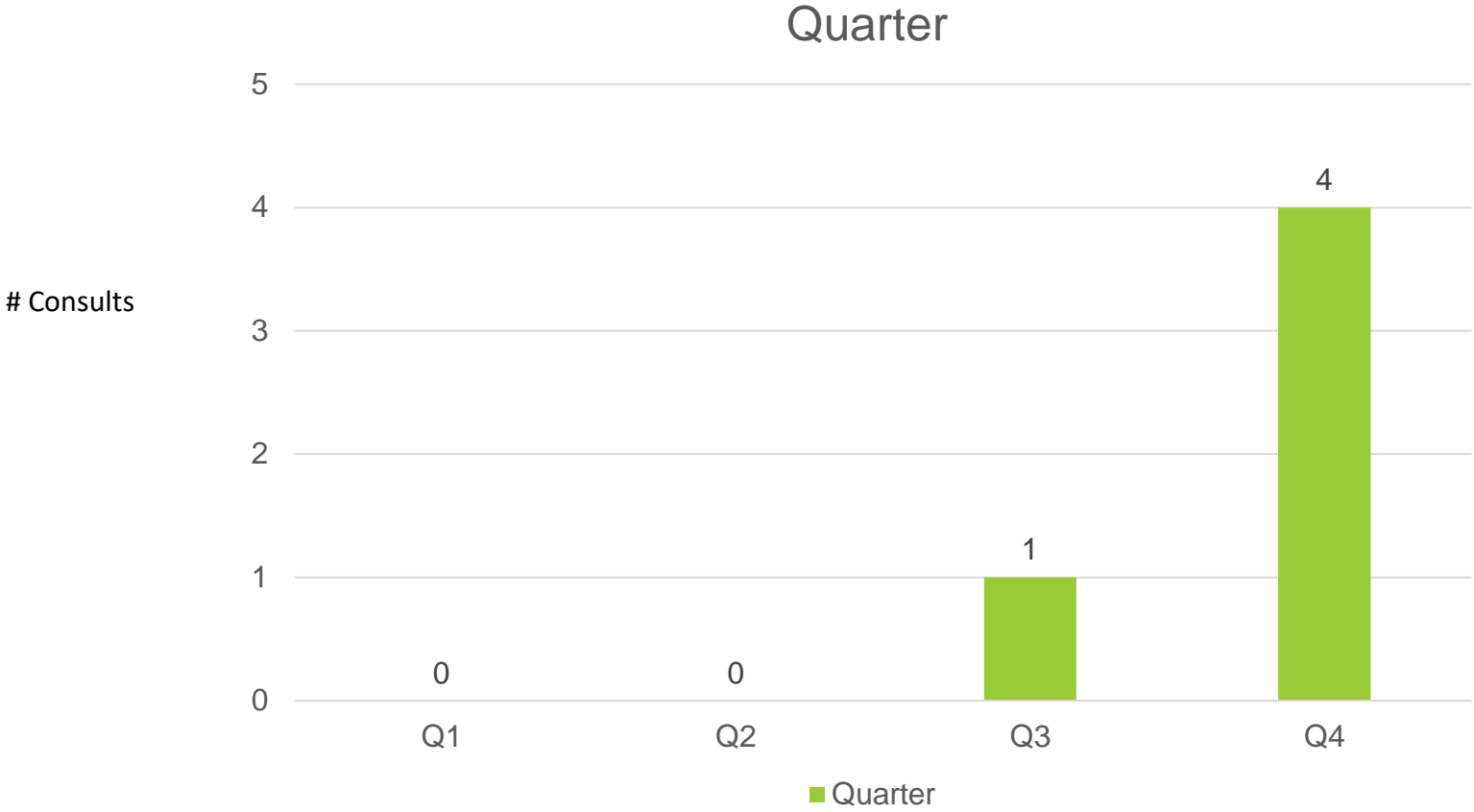
# Key Ethics Program Activities

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1. Ethics Consultation
2. Ethics Education and Capacity Building
3. Other Activities (e.g. Organizational support)



# Ethics Consultations



NB: The CCN – CEREN partnership was not initiated until mid-Q2



# Ethics Consultation Requestor & Issues

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## Requested by:

1. Director (3)
2. Manager (2)

## Issues:

1. Consent and capacity (1)
2. Privacy and confidentiality (1)
3. Conflict of interest (1)
4. Human Resources (1)
5. Role definition and setting expectations (1)

N=5





# Timeliness of Ethics Consultations

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## Time to Initial Response

1. Same day (5)
2. Next day (0)
3. 2 days (0)
4. 3 days (0)
5. 4+ days (0)

## Time to First Encounter

1. Same day (5)
2. Next day (0)
3. 2 days (0)
4. 3 days (0)
5. 4+ days (0)

N=5

- Initial response to request for ethics consultation and time to first encounter were provided on the same day in 100% of requests.

\* "Encounter" here means an expected dialogue, scheduled meeting, or consultation which gathers information and proposes possible options or ways forward. In some cases, the first response and first encounter are the same event.



# Education & Capacity Building

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- Access to monthly Regional Ethics Rounds
  - 8 Sessions per year, topics included:
    - Medicalization of death, Consent and capacity, Moral distress, Professional boundaries, Futility, Brain death and organ donation, among others.
- Targeted sessions included:
  - Ethics and Governance
  - Boundaries and Volunteers
- Preparations for CCN Ethics Framework and Case study presentation (April 2024)
- Development of physical materials (tri-fold / tabletop card) for staff awareness of ethics resources.
- Ethics contribution to newsletter
- Development of Ethics Resource learning module for staff



# Other Organizational Activities

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- Review of existing documentation and infrastructure related to ethics at onboarding
- Development and ongoing maintenance of ethics program and work plan with Director of Hospice Services
- Policy/document review, including the Client Relations and MAiD policies, as well as development of the new *Integrated Ethics Framework*.
- Development of material for organizational webpage, and creation of dedicated ethics e-mail address ([ethics@commcare.ca](mailto:ethics@commcare.ca))



# Future Directions

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- Continually assess organizational needs, and explore gaps in services or ethical practice
- Continue to work on integration of ethics at CCN, and awareness of staff of the resources available.
- Explore additional opportunities for clinical and organizational consultation and engagement (e.g. regular policy review, resource allocation in budget preparations, added support of the governing body, and others) with not only Ed's House, but CCN on the whole.
- Maintain the ethics program and continue to meet or exceed best practice related to ethics.



# Contact Information

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**Community Care**  
NORTHUMBERLAND

# 2024/2025 Proposed Budget

Prepared by: Jordyn Boivin

Prepared for: Finance Committee

Version 1.3



## Assumptions & Explanatory Notes

### Revenue

- **Funding:** 3% base increase confirmed
- **Funding x1:** not budgeted for conservatism
- **Client Fee Recoveries:** based on expected rate & volumes increases
- **Fundraising:** expecting marginal increase over 2023/24
- **Donations:** balancing figure
- **Grants:** decrease due to discontinuation of Trillium Grant and removal of one-time service recovery grant received from the Seymour Foundation (\$45K). Also, transportation deferred revenue flows through the grant line to balance the programs – the budget assumes less expenses to be covered by the def. revenue in 24/25.

### Expenses

- **Salaries & Benefits:** 2% wage increase
- **Supplies:** decrease due to spending reduction strategies
- **Professional Fees:** increase due to CMH contract renewal, additions to EAP program & audit fees
- **Fundraising:** extra letter campaign budgeted
- **Equipment Maintenance & Purchase:** less vehicle maintenance anticipated
- **Occupancy:** decrease due to less building maintenance expected (higher in 2023/24 as Donor Relations absorbs 50% of Ed's building & supply costs)

## Consolidated Budget *Without Hospice*

	Forecast Year End 23/24	Budget 2024/25	Difference
<b>Funding</b>	1,386,747	1,424,687	37,940
<b>Funding - One Time</b>	57,735	-	(57,735)
<b>Client Fee Recoveries</b>	831,479	867,100	35,621
<b>Fundraising</b>	102,194	122,600	20,406
<b>Donations</b>	368,380	442,397	74,017
<b>Foundation Revenue</b>	-	-	-
<b>Grants</b>	501,029	390,100	(110,929)
<b>Interest income/loss</b>	29,859	26,000	(3,859)
<b>Amortization of Capital Contribution</b>	54,118	53,384	(734)
<b>Other Revenue</b>	13,949	8,000	(5,949)
<b>Total Revenues</b>	<b>\$ 3,345,492</b>	<b>\$ 3,334,268</b>	<b>-\$ 11,224</b>
<b>Salaries &amp; Benefits</b>	1,915,044	1,959,000	43,956
<b>Medical Staffing</b>	-	-	-
<b>Management Fee Transfers</b>	(201,672)	(213,000)	- 11,328
<b>Supplies</b>	445,624	413,800	- 31,824
<b>General Sundry</b>	189,316	191,710	2,394
<b>Travel - Staff &amp; Service Delivery</b>	328,755	329,950	1,195
<b>Professional Fees</b>	195,809	223,044	27,235
<b>Volunteer Recognition</b>	7,061	8,500	1,439
<b>Fundraising</b>	23,723	31,000	7,277
<b>Equipment Maintenance &amp; Purchase</b>	117,194	81,600	- 35,594
<b>Amortization and Deferred Contributions</b>	54,118	53,384	- 734
<b>Contracted Out Services</b>	99,525	98,280	- 1,245
<b>Occupancy</b>	166,567	157,000	- 9,567
<b>Total Expenses</b>	<b>\$ 3,341,065</b>	<b>\$ 3,334,268</b>	<b>-\$ 6,797</b>
<b>Net Income</b>	<b>4,427</b>	<b>-</b>	



## Assumptions & Explanatory Notes

### Revenue

- **Funding:** 3% base increase for Visiting Hospice Services & Palliative Care Community Team
- **Funding 1x:** additional base for 4 new beds & confirmed 1x funding for Grief & Bereavement/Beds
- **Donations:** funds now diverted through CCN for Hospice Services donations
- **Foundation Revenue:** balancing figure – in 2023/24 this funding flowed through ‘Donations’
- **Interest Income/Loss:** decrease due to expected draws from the principal amount
- **Amortization of Cap. Contributions:** increase due to beginning of amortization on new build

### Expenses

- **Salaries & Benefits:** 2% wage increase plus PSW and Gardener positions added
- **Professional Fees:** less consulting costs anticipated
- **Amortization:** increase due to beginning of amortization on new build
- **Occupancy:** lower building expenses anticipated as many renovations are now complete

## Hospice Budget (Hospice Residence, Visiting Hospice & PCCT)

	Forecast Year End 23/24	Budget 2024/25	Difference
<b>Funding</b>	1,253,093	1,627,500	374,407
<b>Funding - One Time</b>	450,767	523,000	72,233
<b>Client Fee Recoveries</b>	-	-	-
<b>Fundraising</b>	5,819	600	(5,219)
<b>Donations</b>	745,622	50,000	(695,622)
<b>Foundation Revenue</b>	-	681,300	681,300
<b>Grants</b>	-	-	-
<b>Interest income/loss</b>	67,507	30,000	(37,507)
<b>Amortization of Capital Contribution</b>	414,540	460,223	45,683
<b>Other Revenue</b>	-	-	-
<b>Total Revenues</b>	<b>\$ 2,937,348</b>	<b>\$ 3,372,623</b>	<b>\$ 680,054</b>
<b>Salaries &amp; Benefits</b>	1,869,410	2,359,000	489,590
<b>Medical Staffing</b>	64,346	71,800	7,454
<b>Management Fee Transfers</b>	201,672	213,000	11,328
<b>Supplies</b>	94,017	94,900	883
<b>General Sundry</b>	77,222	80,450	3,228
<b>Travel - Staff &amp; Service Delivery</b>	11,189	8,800	(2,389)
<b>Professional Fees</b>	70,521	7,000	(63,521)
<b>Volunteer Recognition</b>	1,358	1,850	492
<b>Fundraising</b>	15,584	15,000	(584)
<b>Equipment Maintenance &amp; Purchase</b>	377	500	123
<b>Amortization and Deferred Contribution</b>	415,375	460,223	44,848
<b>Contracted Out Services</b>	-	-	-
<b>Occupancy</b>	116,279	60,100	(56,179)
<b>Total Expenses</b>	<b>\$ 2,937,350</b>	<b>\$ 3,372,623</b>	<b>\$ 680,052</b>
<b>Net Income</b>		<b>(2)</b>	<b>-</b>





# Community Care

## NORTHUMBERLAND

**\*\*Request motion to recommend as presented\*\***

## Consolidated Budget 2024/25

	Forecast Year End 23/24	Budget 2024/25	Difference
<b>Funding</b>	2,639,841	3,052,187	412,346
<b>Funding - One Time</b>	508,502	523,000	14,498
<b>Client Fee Recoveries</b>	831,479	867,100	35,621
<b>Fundraising</b>	108,013	123,200	15,187
<b>Donations</b>	1,114,003	492,397	(621,606)
<b>Foundation Revenue</b>	-	681,300	681,300
<b>Grants</b>	501,029	390,100	(110,929)
<b>Interest income/loss</b>	97,366	56,000	(41,366)
<b>Amortization of Capital Contribution</b>	468,658	513,607	44,949
<b>Other Revenue</b>	13,949	8,000	(5,949)
<b>Total Revenues</b>	<b>\$ 6,282,840</b>	<b>\$ 6,706,891</b>	<b>\$ 424,051</b>
<b>Salaries &amp; Benefits</b>	3,784,454	4,318,000	533,546
<b>Medical Staffing</b>	64,346	71,800	7,454
<b>Management Fee Transfers</b>	-	-	-
<b>Supplies</b>	539,641	508,700	(30,941)
<b>General Sundry</b>	266,539	272,160	5,621
<b>Travel - Staff &amp; Service Delivery</b>	339,945	338,750	(1,195)
<b>Professional Fees</b>	266,330	230,044	(36,286)
<b>Volunteer Recognition</b>	8,420	10,350	1,930
<b>Fundraising</b>	39,307	46,000	6,693
<b>Equipment Maintenance &amp; Purchase</b>	117,572	82,100	(35,472)
<b>Amortization and Deferred Contributions</b>	469,492	513,607	44,115
<b>Contracted Out Services</b>	99,525	98,280	(1,245)
<b>Occupancy</b>	282,845	217,100	(65,745)
<b>Total Expenses</b>	<b>\$ 6,278,415</b>	<b>\$ 6,706,891</b>	<b>\$ 428,476</b>



**SECTION:** Board of Directors **POLICY:** Consent Agenda Policy

**DATE ISSUED:** October 28, 2021 **NUMBER:** BD-175

**REVISED:**

**REVIEWED:** **NEXT REVIEW:**

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**PURPOSE:** This consent agenda policy:

- Improves the efficiency and effectiveness of Board meetings
- Provides an efficient process to acknowledge receipt of reports and approve regular, routine issues that come before the Board, or matters where no debate, discussion or explanation is expected or required.
- Helps to manage time, as the Board addresses all items listed within or under the consent agenda as a single item with one vote.

## **PROCEDURE:**

### **Content of Consent Agenda:**

The agenda for Board meetings will distinguish between the following types of matters: decision, discussion, or information.

Decision items require a motion, a seconder, and a vote.

Items requiring a decision that are not expected to need any discussion or debate may, at the Board Chairperson's option, be placed on the agenda under the heading Consent Agenda.

All materials and items proposed in the consent agenda shall be clearly identified as such in the meeting package. All Board members will receive and review the consent agenda items prior to the meeting, with the expectation that no discussion will take place during the Board meeting.

**Consent agenda items may include:** approval of previous minutes, executive reports and committee reports provided for information only; correspondence requiring no action; or routine matters such as project status reports or program updates.

### **Approval of Agenda**

The consent agenda will be approved by the Board at the beginning of each meeting.

- Any item may be moved out of the consent agenda section at the request of any Board member before approval of the agenda. A member may request to move an item to further discuss it,



inquire about it, or vote against it. No motion or vote of the Board is required to a request to move an item out of the consent agenda.

- When a Board member requests that an item be moved out of the consent agenda section, the Board Chair shall decide where to place the item on the agenda (example: immediately after the consent agenda or later on the agenda).
- When only one item on the consent agenda list does not qualify as a consent agenda item or is requested to be moved, the item shall be moved out of the consent agenda and the rest of the items shall remain on the consent agenda.
- Approval of the agenda by the Board constitutes approval of each of the items listed under the consent agenda portion of the meeting. No separate vote to approve the consent agenda portion is required.

### **Minutes**

Minutes of the meeting will include the full text copy of approved resolutions, recommendations or reports received under the consent agenda portion of the meeting to ensure a record is kept for future reference.