



CommunityCare
NORTHUMBERLAND

Governance Committee Meeting

<https://us02web.zoom.us/j/87273436864>

Meeting ID: 872 7343 6864

Passcode: 146582

Friday, April 5, 2024 – 9:00 am

MEETING AGENDA

Welcome	Speaker:	Document:
1. Quorum & Approval of Agenda	Elaine	Verbal
2. Approval of Previous Minutes – March 1, 2024	Elaine	Attached
3. Business Arising from Minutes 3.1 BD-110 Media Relations	Elaine	Attached
4. Work Plan Items 4.1 Review Progress of Strategic Priorities & Objectives 4.2 Review Board Orientation 4.3 Board Evaluation & Assessment Process	Trish Trish Elaine	Attached Attached Attached
5. Policy Review BD-160 Board of Directors Nomination & Election BD-175 Consent Agenda	Elaine	Attached
6. Termination		

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



SECTION: Board of Directors

POLICY: Media Relations

DATE ISSUED: July 8, 2011

NUMBER: BD-110

REVISED: Jan/16

NEXT REVIEW:

REVIEWED: Oct/19, June/21

PURPOSE:

To maintain an effective, timely and accurate process for communicating with the media.

POLICY:

The Board shall ensure that an official spokesperson is designated to speak on behalf of CCN.

PROCEDURE:

It is imperative that the media communications are timely, accurate and reflect CCN's position from those who are best able to address a particular topic.

- A. For matters relating to the Board, By-laws, the Strategic Plan and/or Board related matters, the spokesperson shall be the Board Chair or the Chief Executive Officer.
- B. For matters relating to the operations of CCN – (Client Services, Hospice Services & Donor Relations), the spokesperson shall be the Chief Executive Office or designate.

2. All clients and staff have the legal right to confidentiality and their consent must be obtained before they can be interviewed, photographed, or videotaped for the purpose of traditional (news) or social media publication.

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 ethcial 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 reiev 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	Shiip 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	



VOLUNTEER ORIENTATION CHECK LIST*

Board Member: _____

Orientation Task	Date Completed
Agency Purpose Vision, Mission, Values, History, Strategic Plan	
General Board Information By-Laws, Board Policies, Job Description Board Committees-Terms of Reference	
Financial Information Audited Statements & current Financial Information	
Ed's House Northumberland Hospice Care Centre Foundation CCN/Foundation Relationship Agreement, Bylaws	
Program Information Agency Brochure	
Ontario Health Team – Northumberland	
Provincial Associations OCSA (Ontario Community Support Association) HPCO (Hospice Palliative Care Ontario)	
Confidentiality/Privacy Statement review sign off	
Code of Conduct review and sign off	
Police Screening	
AODA Training & sign off	
Board Member Biography Completed	
Provide Minutes from previous 2 Board Meetings	
Orientation Day/Tour	

* Specific for Board Member Orientation. Additional program related information would be required if member volunteered in a specific program area.

Board Self Evaluation Survey

A. How Well Has the Board Done Its Job?

1. Our organization operates with a strategic plan or set of measurable goals and priorities.

Comments

2. The Board's regular meeting agenda items reflect our strategic plan of priorities.

Comments

3. The Board has ensured that the organization's accomplishments and challenges have been communicated with it's key stakeholders.

Board Self Evaluation Survey

B. How Well Has the Board Conducted Itself?

4. As board members, we are aware of what is expected of us.

5. The agenda of Board meetings are well planned so that we are able to get through all necessary board business.

Comments

6. Board members come to meetings prepared.

Comments

7. We receive written reports to the Board in advance of our meetings.

Comments

8. All Board members participate in important board discussions.

Comments

9. We do a good job encouraging and dealing with different points of view.

Comments

10. We all support the decisions we make.

Comments

11. The Board assesses its composition and strengths in advance of recruiting new Board members.

Comments

12. Our Board meetings are meaningful and productive.

Comments

Board Self Evaluation Survey

C. Board's Relationship with Chief Executive Officer

13. There is a clear understanding on most matters where the board's role ends and the CEO's role begins.

Comments

14. There is good two-way communication between the Board and the CEO.

Comments

Board Self Evaluation Survey

D. My Performance as a Board Member

15. I am aware of what is expected of me as a Board member.

Comments

16. I have a good record of meeting attendance.

Comments

17. I read the minutes, reports and other materials ahead of the meetings.

Comments

18. I am familiar with Agency by-laws and governing policies.

Comments

19. I follow through on things I have said I would do.

Comments

20. I maintain the confidentiality of all Board decisions.

Comments

21. When I have a different opinion than the majority, I raise it.

22. I support board decisions once they are made even if I don't agree.

Comments

23. I promote the work of our agency in the community whenever I have the chance.

Comment

24. I stay informed about issues relevant to our mission and bring information to the attention of the board.

Comments

Board Self Evaluation Survey

E. Feedback to the Chair of the Board

25. The chair is well prepared for board meetings.

Comments

26. The chair helps the board stick to the agenda.

Comments

27. The chair tries hard to ensure that every board member has an opportunity to be heard.

Comments

28. The chair demonstrates good listening skills.

Comments

29. The chair is effective in delegating responsibility to members.

Comments

Board Self Evaluation Survey

Board Education

30. Do you want to see Board education at each meeting?

Yes

No

31. How long would you like each session to be?

Would you like 15 minute sessions.

Would you like 30 minute sessions.

32. Would you prefer agency information, information from external partners or a combination of both?

Agency Information

External Partner information

Information from Agency & External Partners

33. Do you have any suggestions on Board education topics?



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

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

REVISED:

REVIEWED: **NEXT REVIEW:**

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.



SECTION: Board of Directors

POLICY: Board of Directors Nomination and Election Policy

DATE ISSUED: July 8, 2011

NUMBER: BD-160

REVIEWED: June/19, Oct/19, Jan/21

REVISED: July/19, Dec/19

Purpose

To ensure that the board is comprised of individuals who possess the skills, qualities and experience to collectively contribute to effective board governance, and to assist the board in identifying qualified individuals to become board members.

Composition of Board

The composition of the board will consist of a minimum of nine (9) Directors and a maximum of eleven (11) Directors.

Term of Office

The Directors are elected at the annual meeting of members to hold office for a term expiring not later than the close of the third annual meeting of members following the election. After three sequential three-year terms (a maximum of 9 consecutive years), a Director must allow a year to elapse before they seek election again.

Term are staggered for directors and any mid-term vacancy will be filed by the board for the balance of the term vacated.

Profile of a Director

The generic qualities and personal attributes expected of all Directors include:

- Commitment to the vision, mission, values and strategic plan of CCN
- An appreciation of the diverse needs of the communities we serve
- Experience and understanding of governance including the roles and responsibilities of the Board and individual Directors and the difference between governance and management
- The willingness to attend training and orientation



- Enthusiasm for the role and its demands
- Personal and professional integrity, wisdom and judgment
- Ability to work positively, cooperatively and respectfully and communicate effectively as a member of the team with other members of the Board and management
- Ability to provide wise counsel and ask relevant questions at a strategic level
- Ability to participate assertively in deliberation and group processes
- Ability and willingness to commit the necessary time to prepare for and participate in Board orientation and continuing education, Board meetings, committee meetings, and other events as required.
- Commitment to comply with the CCN conflict of interest policies
- Ability and willingness to represent CCN as required within the region and be an ambassador for CCN

Board Profile

Beyond the generic qualities and personal attributes expected of all Directors as outlined in the profile, the members of the Board will collectively possess a range of specific skills, expertise and experiences from among the following, but not limited to:

- Board and Governance
- Building/Plant Operations
- Client Advocacy
- Communications/community engagement
- Community/Social Services (program or client related expertise)
- Client, family member, caregiver using CCN services
- Financial and business skills
- Fundraising/Donor relations
- Government relations
- Human Resources
- Health Care Frontline
- Health Care Administration and policy
- Information Technology
- Legal
- Non-profit/charitable sector
- Public Relations
- Quality and Risk Management
- Strategic Planning
- Volunteer Management
- Geographical representation
- Other skills not identified



Process for Nomination

A. Nominations Committee

The board shall establish a Nominations Committee which shall be charged with the responsibility of identifying and recommending individuals to become board members.

The size and composition of the Nominations Committee shall be determined by the board from time to time and may include non-board members. The board shall appoint the chair of the Nominations, who shall be a member of the board.

B. Nomination Process

The board shall identify qualified candidates through the following process:

- The number of vacancies will be determined each year and the necessary criteria to fill those vacancies will be identified by conducting a skill-set analysis.
- Directors who are up for renewal will be considered based on an annual director evaluation* based on their performance and renewal will not be automatic
- A call for nominations will be made and interested parties will be encouraged to submit applications.
- Vacancies will be advertised publically through local media and CCN website.
- Applications will be submitted to the chair of the Nomination Committee and reviewed by the Nominations Committee'
- A short-list of candidates will be developed by the Nominations Committee of those individuals who meet all of the criteria as identified by the board. Short-listed candidates will be interviewed by the Nominations Committee even if they are standing for re-election; and
- Reference checks will be completed by the chair of the Nominations Committee, or as delegated.

C. Election Process

The voting members of the corporation have the ultimate responsibility of approving the recommendation of the Nominations Committee, however only nominees approved by the Nominations Committee through the nomination process set out in this policy shall be eligible for election.

Election of board members is completed each year as part of the annual general meeting.

The Nominations Committee shall identify candidates that applied and provide recommendations that will be brought forward to the voting membership for consideration. This will be completed in camera.



Candidates recommended by the Nominations Committee will be presented to the board for approval before presentation to the members at the AGM.

In the event that the number of candidates equals the number of vacancies, the voting members may be asked to vote for or against the slate and, if such a vote does not carry the vote shall take place for or against each nominee individually.

In the event that one or more recommended candidates are not elected, the board shall determine an appropriate process to bring new candidates forward for election.

In the event of a tie, the deciding vote will be cast by the Chair of the board.

* Director Evaluation – See policy BD-50 - Assessment