

**Board of Directors Meeting Minutes**  
**Virtual Meeting – Friday, October 27, 2023 – 10:00 am**

**Present:** Jackie Gardner-Nix, Elaine Azzopardi, Tim Miller, Angela Grogan, Stephen Beauchamp, Selena Forsyth, Cindy Anthony, Sharyl Ann Milligan, Trish Baird, Tina Stephens Kim Wilkinson (Community Paramedic Coordinator)

**Regrets:** Judy McLean, Jessica Clarke, Sharron MacDonald

<b>Topic</b>	<b>Discussion</b>	<b>Decision/Action</b>
<b>Board Education</b>	Northumberland Paramedics – Kim Wilkinson, Community Paramedic Coordinator, shared with the Board a high-level presentation on the Northumberland Community Paramedicine Program.	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. &amp; 2 Approval of Consent Agenda</b>	Approval of Consent Agenda	Motion by: Elaine Azzopardi to approve the Consent agenda as amended. 2 <sup>nd</sup> by: Cindy Anthony Carried.
<b>1.4 Approval of Agenda</b>	Approval of Agenda	Motion by: Selena Forsyth to approve the agenda. 2 <sup>nd</sup> by: Tim Miler Carried.
<b>3. Business Arising from Minutes</b>	<b>3.1 Bed Expansion Update</b> Trish is still waiting on the cost analysis from the builder, Dalren, and from the Architects, Barry Bryan Associates. Funding announcement for the beds is being planned for Friday, November 24, 2023, at 10:00 am. Please mark your calendars.	Trish will keep the Board updated on future progress.
<b>4. Board Business/Committee Matters</b>	<b>4.1 Governance Committee – Mission, Vision, Values Report.</b> The Governance Committee reviewed the options for the proposed new Mission, Vision, Values statement and after some discussion, the following statements were accepted. <i>Mission:</i> "To connect our communities to the support, service, and care they need throughout their lifelong journey." <i>Vision:</i> "A community where people experience connection and well-being."	Motion by: Angela Grogan to approve the amended Mission, Vision, Values statements as put forth by the Governance Committee. 2 <sup>nd</sup> by: Selena Forsyth Carried.

	<p><b>Values: Relationships:</b> we enter each relationship with care, ensuring equity, respect, and collaboration.</p> <p><b>Accountability:</b> we approach our work with integrity while balancing the voices of the people, community, and funders.</p> <p><b>Community:</b> we are engaged partners and together we celebrate our strengths and respond to the needs of our community.</p> <p><b>Compassion:</b> we deliver meaningful service supporting dignity and belonging through empathy, collaboration, and inclusivity.</p> <p>4.1.1. Board Questionnaire Results The Governance Committee reviewed the results of the annual Board Questionnaire results, and a high-level report was circulated. A couple of suggestions were made:</p> <ol style="list-style-type: none"> <li>1. Use of acronyms. Suggested not to use acronyms.</li> <li>2. Board Education – first 20 mins for presentation and 10 min for Q&amp;A. If time runs out maybe questions could be sent to the presenter directly afterwards.</li> </ol> <p>4.2 – Foundation Update Foundation still meets on a weekly basis. Currently setting up timelines and workplans. Many new ideas are in the works to attract new donors.</p> <p>4.3 OHT-N/Advisory Council Update Announcement was made that the OHT's are going to receive funding for the next 3 years. 12 'accelerator' OHT's have been announced to move towards Incorporation and to also integrate 'Home and Community Care Services' (formerly Community Care Access Centres) in their models. The Governance Advisory Council is in somewhat of a holding pattern as key staff have moved on. Recruitment efforts for the Director and Project Manager will be starting shortly and there are now two new Co-Chairs of the Collaboration Council (Taryn Rennicks, ED at the Community Health Centres of Northumberland and Susan Walsh, CEO of Northumberland Hills Hospital).</p>	<p>For Information Purposes</p> <p>For Information Purposes</p> <p>For Information Purposes</p>
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	<p>4.4 November Meeting – In person – Christmas Lunch  As stated previously in the meeting, the funding announcement for the residence beds will coincide with the November Board meeting. The announcement will be at 10:00 am, with the in-person Board meeting beginning at 11:00 am. There will be a Christmas lunch to follow the meeting. A virtual option for the board meeting will be available to those who cannot attend in person. There will be more details to follow.</p>	<p>For Information Purposes</p>
<p>3.1 Termination</p>		<p>Motion by: Selena Forsyth</p>

**Next Meeting – Friday, November 24, 2023 – 11:00 am – In-Person – Virtual Option Available**

# Community Care Northumberland Board of Directors Meeting



**CommunityCare**  
NORTHUMBERLAND

**Friday, Oct. 27, 2023 – 10:00 am**

<https://us02web.zoom.us/j/89750393729>

Meeting ID: 897 5039 3729

Passcode: 691692

## **AGENDA**

<b>Item</b>	<b>Action</b>	<b>Lead</b>
<i>Board Education – Community Paramedicine</i> <i>Presenter – Kim Wilkinson, Community Paramedic Coordinator</i>	Information	Kim
<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><i>Items:</i></b> 2.1 Board Minutes – Sept. 29, 2023* 2.2 Governance Committee Minutes – Oct. 13, 2023* 2.3 Fundraising Committee Minutes – Oct. 16, 2023*	Motion	Jackie
<b>3. BUSINESS ARISING FROM MINUTES</b>		
3.1 Bed Expansion Update	Information	Trish
<b>4. BOARD BUSINESS/COMMITTEE MATTERS</b>		
4.1 Governance Committee – Mission, Vision, Values Report* 4.1.1 – Board Questionnaire Results Discussion*	Motion Information	Elaine Elaine
4.2 Foundation Update	Information	Elaine
4.3 OHT-N Update/Advisory Council	Information	Trish/Jackie
4.4 November Meeting – In Person – Christmas lunch	Information	Trish
<b>5. Motion to Terminate Meeting</b>		

\*Indicates Attachments

**Next Regular Meeting: Friday, Nov. 24, 2023 – 10:00 am**  
**In Person – Virtual Option Available**

**Board of Directors Meeting Minutes**  
**Virtual Meeting – Friday, September 29, 2023 – 10:00 am**

**Present:** Jackie Gardner-Nix, Elaine Azzopardi, Judy McLean, Sharyl Ann Milligan, Jessica Clarke, Tim Miller, Angela Grogan, Stephen Beauchamp, Selena Forsyth, Trish Baird, Tina Stephens, Meaghan Spencer (Finance Manager, CMH), Adam Kolisnyk (CFO, CMH), Josh Landry (Director, CEREN)

Regrets: Sharron MacDonald, Cindy Anthony, Sharyl Ann Milligan

<b>Topic</b>	<b>Discussion</b>	<b>Decision/Action</b>
<b>Board Education</b>	Josh Landry, Director, Central East Regional Ethics Network shared a "Ethics & Governance" presentation with the Board.	
<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. &amp; 2 Approval of Consent Agenda</b>	Approval of Consent Agenda Item #2.2 Finance Committee minutes will be pulled out and placed to Item#4.1.2 for further discussion.	Motion by: Elaine Azzopardi to approve the Consent agenda as amended. 2nd by: Jessica Clarke Carried.
<b>1.4 Approval of Agenda</b>	Approval of Agenda	Motion by: Tim Miller to approve the agenda. 2 <sup>nd</sup> by: Jessica Clarke Carried.
<b>3. Business Arising from Minutes</b>	3.1 Bed Expansion Update Trish informed the Board that Architects BBA (Barry Bryan Associates) and the builder, Dalren, are available to do the room expansions. Drawings and pricing are currently being completed with a possible start date of January 2024.	Trish will keep the Board updated on progress.
<b>4. Board Business/Committee Matters</b>	4.1. Finance Committee – CCN Q1 Results Meaghan presented the Board with the Q1 results. Results were overall very positive and CCN continues to sit in a strong financial position.  4.1.1 – 2023/2024 MSA Update Trish updated the Board with regards to changes and additions from our funders for the 2023/2024 fiscal year. The highlight being the \$283,800 increase from	Motion by: Judy McLean to approve the Q1 results. 2 <sup>nd</sup> by: Angela Grogan Carried.

	<p>Home and Community Care Support Services for Hospice beds.</p> <p>4.1.2 – Finance Committee Minutes During the last Finance Committee meeting there was a motion to transfer \$200,000 from the CIBC High Interest Account to the RBC operating account. The Board felt comfortable with this recommendation and suggested the Finance Committee review in Q4 the return of all or some of the funds depending on CCN’s financial situation at the time.</p> <p>4.2 Strategic Plan Summary Report A memo from Trish and report from Laridae was circulated. Once the Strategic Plan is approved, Senior Management will develop an operational plan that will support each of the 3 Strategic directions.</p> <p>Mission, Vision, Values After some discussion, it was recommended that the suggested revisions be sent to the Governance Committee for further review.</p> <p>4.3 Foundation Update The Foundation is very busy. The monthly meetings have been moved to weekly. The Capital Campaign is gearing up and budgets are being set.</p> <p>4.3.1. Relationship Agreement The Foundation has approved the Relationship Agreement with CCN, and it has been signed. The yearly review of this document will be added to the Work plan for the Governance Committee.</p>	<p>Motion by: Judy Mclean to move forward with the transfer of \$200,000 from the CIBC High Interest account, into the RBC Operating account as recommended by the Finance Committee. The Finance Committee will review repayment of some/all funds in Q4. 2<sup>nd</sup> by: Stephen Beauchamp Carried.</p> <p>Motion by: Tim Miller to approve the Strategic Plan. 2<sup>nd</sup> by: Elaine Azzopardi Carried.</p> <p>The Governance Committee will review and return to the next Board meeting with suggestions.</p> <p>Motion by: Judy McLean to sign the Relationship Agreement with Ed’s House Foundation and the document be reviewed yearly by the Governance Committee. 2<sup>nd</sup> by: Elaine Azzopardi Carried.</p>
3.1 Termination		Motion by: Selena Forsyth

## Governance Committee Meeting Minutes

### Zoom Meeting – Friday, October 13, 2023 – 9:00 am

**Present:** Elaine Azzopardi, Jessica Clarke, Cindy Anthony, Stephen Beauchamp, 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. Seconded: Jessica Carried.
<b>2. Approval of Minutes</b>	2.1 Approval of Previous Minutes – March 31, 2023	Motion by: Jessica Clarke to approve the minutes of March 31, 2023. Seconded: Cindy Anthony Carried.
<b>3. Business Arising</b>	3.1 Results of the Board Questionnaire A high-level report was shared with the Committee. Overall comments were positive. A couple of suggestions regarding the use of acronyms and length of Board Education were discussed and recommendations were put forth. This document will be sent out to the Board for the next meeting. Recommendations: <ul style="list-style-type: none"> <li>➤ Use of acronyms – ensure full name is used at the beginning of the document to explain the acronym.</li> <li>➤ Board Education – first 20 mins for presentation and last 10 mins for Q&amp;A. If time runs over, maybe questions can be sent directly to presenter afterwards or questions may be sent ahead of time.</li> </ul>	Elaine will discuss recommendations at the next Board meeting.
<b>4. New Business/Work Plan Items</b>	4.1 Mission, Vision, Values New options for the CCN Mission, Vision, Values were put forth which arose from the 2023 Strategic planning session. After discussion the Committee will put forth the following recommendations to the Board: Mission: "To connect our community to the support, service, and care they need throughout their lifelong journey" Vision: "A community where people experience connection and well-being."	A document will be put together with the recommendations for the next Board meeting.

	<p>Values: "Relationships: we enter each conversation with care, ensuring equity, respect, and reciprocity."</p> <p>Accountability: "We approach our work with integrity while balancing the voices of our people, community and funders."</p> <p>Community: "We are engaged partners; together, we celebrate the strengths and respond to the needs of our community."</p> <p>Compassion: "We deliver meaningful service supporting dignity and belonging through empathy, collaboration, and inclusivity."</p>	
<b>5. Work Plan Items</b>	<p>5.1 Committee Work Plan</p> <p>Suggestions for the Committee Work Plan are as follows:</p> <ol style="list-style-type: none"> <li>1. Add Review Foundation/CCN Relationship Agreement to Governance Structure for the month of June.</li> <li>2. Mission, Vision, Values; make the next review for October of 2024.</li> <li>3. Put "X" in every month for Policy Review.</li> <li>4. Add item #2.3 Review Succession Planning Strategy and put it in February.</li> <li>5. Move Board Education review from Dec. meeting to October meeting.</li> <li>6. Item #3.2; put an "X" in October</li> <li>7. Item #5.2; put an "X" in December.</li> </ol> <p>5.2 Terms of Reference</p> <p>One change in wording regarding the description of the Committee membership &amp; chair.</p>	<p>Tina will make all the necessary changes to the Work Plan and upload it to the Board Portal.</p> <p>Tina will make necessary change and upload to the Board Portal.</p>
<b>6. Policy Review</b>	<p>The Committee reviewed the below policies and made the following recommendations:</p> <ol style="list-style-type: none"> <li>1. BD:50 Assessment – Add comment about assessment being distributed electronically and add copy of new questions. Next review: 2026</li> <li>2. BD-60 CEO Evaluation– no changes, next review 2 years.</li> <li>3. BD-90 Conflict of Interest – set aside as this is currently being reviewed by ethics consultant.</li> <li>4. BD-120 Mission, Vision, Values – Add sentence regarding the communicating of the MVV statement. Next review – 2026.</li> </ol>	<p>Tina will make necessary changes and upload corrected policies to the Board Portal.</p>

Next Regular Meeting: TBD





**CommunityCare**  
NORTHUMBERLAND

**Fundraising Committee Minutes**

**Date: Monday, October 16, 2023**

**Time: 2:00 pm**

**Location: Via Zoom**

**Attendees:** Selena Forsyth, Dr. Jackie Gardner-Nix, Sarah Turk, Sharron MacDonald

**Staff:** Trish Baird, Joel Scott, Darlene Wood, Jenny McCaig Lindsay

**Regrets:** David Miller, Sharyl Ann Milligan

**Meeting: called to order at 2:03 pm**

<b>Item</b>	<b>Lead</b>
<b>1. Welcome</b>	Selena
 <b>2. Approval of Previous Minutes</b>	
2.1 June 19 <sup>th</sup> , 2023 – attached	Sharron
	Sarah
2.2 Approval of the Agenda	
 <b>3. Business Arising from Previous Minutes</b>	
3.1 Donor Thank you/Phone Calls Update	Joel
Thank you calls, script coming	
3.2 Golf	Joel
\$22,000 after expenses - up from previous year, would like \$30k.	
Tacora \$100? Joel following up	
Planning to start planning in Jan. 2024, not just in 8 weeks before	

3.3 Wills and Estates Joel

2021: \$1081.72

2022: \$10k

2023: \$78,986.57

-need CCN on the agenda of Wills & Estates planning

\*could we get notification from lawyers to communications team? Stories there?  
Monthly recognition? We used to do annual.

3.4 Communications Plan Jenny

See attached for communications plan

HBB: laptop on location to add up donations on location

sponsor for direct mail/stamp for returns

3.5 Capitol Theatre – update from Selena

#### 4. Recap on Fundraising Activities in Progress

Golf Tourney Joel

Hike, Bike & Bark Joel

learning experience, back in Victoria Park, story from UK paid twice for registration for UK and here, possible BBQ next year?

#### 5. Update on Activities for future planning

Dragon Boats – will look at next season May-June? Feasibility Jen/Joel

Following up with Alkame - hopefully have more info next mtg.

Fall Mailout-Late November – Ideas for a matching donor?

Matching donor for Spring - suggestions/connections - Cameco? Pot shops sponsors?  
Selena/Joel to follow up with contact at Medicine Shop/Joel/Trish Mtg new chief? Too controversial?

Christmas Cakes/Nuts? – Weston's/now Baxtor's Joel/Jenny

or Burnham - check with Baxtor's about Xmas cakes and then have pricing and form up on website before end of October?

Burnham Selena says busy time of year for them so didn't approach

Jenny will check with Danielle at Baxtor's

**6. New Business** - as of Aug 31st Trish will have update at next meeting

**7. Termination: 2:58 pm**

**Jackie**

**Next Meeting: Monday, Dec. 18<sup>th</sup>, 2023 @ 2:00 pm**



## ***Governance Committee Board Report: Mission, Vision, Values***

The Governance Committee reviewed the options for the CCN Mission, Vision, and Values that came from the 2023 Strategic Planning session and make the following recommendations to the Board of Directors.

**Current Mission Statement:** “Community Care Northumberland improves the health and wellbeing of our community through the creation, coordination and delivery of relevant community-based services.”

**Recommended Mission Statement:** **“To connect our community to the support, service, and care they need throughout their lifelong journey”.**

**Current Vision Statement:** “Improving the quality of life for individuals in our communities”.

**Recommended Vision Statement:** **“A community where people experience connection and well-being”.**

**Current Values Statement:** “Being accountable, Being collaborative, Being Generous, Being Inclusive, Being Innovative, Being Respectful, Creating opportunities for staff and volunteers to contribute to their own CCN success.”

**Recommended Values Statement:**

**Relationships:** we enter each conversation with care, ensuring equity, respect, and reciprocity.

**Accountability:** we approach our work with integrity while balancing the voices of our people, community, and funders.

**Community:** we are engaged partners, together, we celebrate the strengths and respond to the needs of our community.

**Compassion:** we deliver meaningful service supporting dignity and belonging through empathy, collaboration, and inclusivity.



# Community Care

## NORTHUMBERLAND

### 2023 Board Self Evaluation Survey – High Level Results

Survey sent out to 10 members and 8 members participated.

Average score was 88%.

Options to respond to questions were:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

#### Areas where all who answered scored Agree or Strongly Agree:

- Our organization operates with a strategic plan or set of measurable goals and priorities. **Comments received in text box:** *“Updated plan needs to introduce, communicated and implemented”, “I think once we finalize our plan, we should review our board work plan to insure it aligns with it”.*
- As board members, we are aware of what is expected of us.
- The agenda of Board meetings are well planned so that we can get through all necessary board business. We receive written reports to the Board in advance of our meetings. **Comments received in text box:** *“Moving to a consent agenda has allowed us to spend more time on other issues with the agenda”.*
- All Board members participate in important board discussions. **Comments received in text box:** *“Uneven. Varying levels of participation, need more engagement”. “Some dominate the conversation”.*
- We all support the decisions we make. **Comments received in text box:** *“Very few rock the boat moments. Sometimes silence appears to be consent”.*
- Our Board meetings are meaningful and productive. **Comments received in text box:** *“Most are. I am still on a learning curve and find them informative and sometimes confusing with all the acronyms”.*
- There is a clear understanding on most matters where the board’s role ends, and the CEO’s role begins. **Comments received in text box:** *“Some overlap but minimal”, “Trish does a good job. I think the Board functions very well.”*
- There is good two-way communication between the Board and the CEO. **Comments received in text box:** *“CEO input is well regarded and accepted. I have found her invaluable as a new Board member.” “Our CEO always makes sure the Board is well informed in a timely manner.” “Trish is a great communicator. Always willing to listen.”*

**Areas where most members scored Agree or Strongly Agree but there are members who also scored Neither Agree nor Disagree (identified in the bracket):**

- The Board's regular meeting agenda items reflect our strategic plan of priorities. (1) **Comments received in the text box:** *"We appear to be reactive on some issues as opposed to strategic".*
- The Board has ensured that the organization's accomplishments and challenges have been communicated with its key stakeholders. (1)
- We do a good job encouraging and dealing with different points of view. (1)
- The Board assess its composition and strengths in advance of recruiting new Board members. (1) **Comments received in text box:** *"Very small pool of candidates limits the opportunity. Take people who show an interest". "I think the Nominating Committee does a good job of finding the best candidates for our Board. We don't always get the experience we need though".*

**Answers that included disagree or strongly disagree (potential area of improvement?)**

- Board members come to meetings prepared. (1) **Comment received in text box:** *"We need to tighten this up. Suggest all board info distributed 5 to 7 days in advance. Members commit to read and come prepared as we waste time when all not prepared".*

**Board Education Section:**

There was very good feedback in this section. Below is the feedback to the questions.

- Do you want to see Board education at each meeting: Yes – 100%
- How long would you like each session to be: 15 mins – 6, 30 mins – 2.
- Would you prefer agency information, information from external partners or a combination of both? Agency information – 1, Combination of both – 7.
- Suggested Board topics:
  1. Education on Hospice: the definitions of Palliative Care and Hospice, the rules for admission, the relationship with the hospitals, the roles of each person who works there.
  2. In addition to hearing about our programs and services, I'd also like to hear client stories.
  3. Increased focus on fundraising.

In addition to the questions regarding how the Board operates overall there were questions related to how as a Board members contribute on an individual basis and questions related to the Chair of the Board. The individual Board questions are mainly for self reflection and the Board Chair questions are provided to the Board Chair for self reflection.