

BRIEFING NOTE

Subject: Briefing Note: Governance Alignment and Expansion of the Foundation Mandate

To:

Board of Directors, Community Care Northumberland
Board of Directors, Ed's House Hospice Foundation

From:

Chief Executive Officer & Governance Sub Committee

Date:

January 26, 2026

Subject:

Governance Alignment and Expansion of the Foundation's Mandate

Purpose:

To outline the rationale for closer governance alignment between Community Care Northumberland (CCN) and the Ed's House Hospice Foundation, and for expanding the Foundation's mandate beyond hospice services to support the full continuum of CCN programs and services.

Background:

CCN delivers a broad range of community, hospice, and bereavement services. The Ed's House Hospice Foundation was established to support the development and sustainability of hospice services and has built strong donor trust and community recognition.

Although the two organizations are closely linked operationally, they are governed by separate Boards. Over time, this structure has resulted in duplication, blurred accountability, and donor confusion. This discussion is in response to Laridae's governance exploration report (August–November 2025).

Key Governance Challenges:

- Duplication of governance and administrative effort
- Unclear roles and accountabilities between Boards
- Limited philanthropic support for non-hospice CCN programs
- Donor confusion regarding the relationship between CCN and the Foundation

Rationale for Change:

Closer Governance Alignment:

The consultant's findings confirm that stronger alignment, while maintaining two legal entities, will improve efficiency, clarify accountability, strengthen joint planning, and present a clearer narrative to donors, staff, and the community.

Expanded Foundation Mandate:

The preferred model ("**Distinct but Aligned – Broadened Mandate**") recommends expanding the Foundation's fundraising scope beyond hospice services to include selected CCN programs. This approach:

- Aligns philanthropy with CCN's full continuum of care
- Strengthens long-term financial sustainability
- Preserves donor trust through clear protection of hospice-restricted funds
- Reflects best practices in modern nonprofit governance

Strategic Benefit:

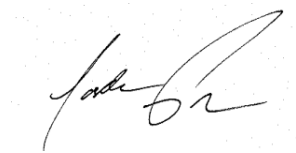
This approach reduces duplication, strengthens donor confidence, improves governance clarity, and enhances the organizations' collective ability to serve the community sustainably.

Recommended Direction:

That both Boards support an aligned governance model that:

- Retains CCN and the Foundation as separate legal charities
- Expands the Foundation's mandate to fundraise for hospice and agreed-upon CCN programs
- Formalizes roles, shared services, and accountability through updated governance agreements
- Commits to joint planning, coordinated communications, and a one-year post-implementation review

Sincerely,



Chief Executive Officer
Community Care Northumberland

*Reference: Laridae, **CCN & Ed's House Hospice Foundation – Governance Model Exploration Final Report**, November 20, 2025.*