

Lanark Renfrew Health & Community Services



Lanark
Community
Programs



North Lanark
Community Health
Centre



Whitewater Bromley
Community Health
Centre

BOARD MINUTES

June 23, 2020

Present: Tom Baumgartner, Fay Bennett, Gwen Bennett, Andrea Brett, Barbara Drake, Cynthia Carver, Deborah Duffy, Bill Janes, Bonny Johnson, Warren McMeekin, Kim O'Connor, Linda Russell, Joey Trimm

Staff: John Jordan, Carol Anne McNeil, Sarah Sark, Amy Vanderspank, Becky Walker (resource)

Guests: Serena Fortin (Allan & Partners); Cathy James and Sasha Warner (Cat's Cove Communications)

Presentations:

- **Audited financial statements:** Auditor Serena Fortin from Allan & Partners presented the audited financial statements for 2019-2020. There were no questions, and the Board thanked Amy and the Finance team, as well as Serena. Amy and Serena left the meeting.
DECISION: The LRHCS Board approved the audited financial statements for 2019-2020.
- **LRHCS marketing and communications strategy:** Cathy James and Sasha Warner from Cat's Cove Communications presented the LRHCS marketing and communications strategy. Cathy began the presentation by outlining how the project had started and where it is now, with the creation of four marketing/communications plans and websites for each of the LRHCS parts, as well as the organization as a whole. Website development would update the four websites to complement each other, using WordPress so LRHCS staff could be trained to update and manage the sites. The communication plans would include social media elements. The consultation process started with a steering committee comprised of LRHCS directors, with the expectation that the Board would be brought into the process as well. The outcome of the initial meetings with the steering committee highlighted several themes: the three parts are currently working in silos; the group did not feel that LRHCS was easy to say or remember; the organization lacked cohesive messaging when communicating with the public (each part has a different name), which makes it confusing for clients as to what programs/services are offered. The group wanted to bring all parts together under one umbrella. At this point, the plan changed, with all elements being pulled together rather than developing four separate plans and websites. Cathy shared the example of Pinecrest Queensway, which has created website system navigation

with the client in mind. She suggested that by breaking the website into sections and sub categories (following the rule of three), this would make it easier to direct clients and website visitors to the information they need. She said that the next steps include gathering input from the Board. Tom suggested that building the website at the same time as rebranding the organization would allow Board members more time to provide input. Gwen thinks this is a timely exercise, especially the rebranding. John said that the group was originally working under the current structure and name, but made the decision early on to look more at the structure of the organization, with Board involvement. He asked the Board to consider how broad the consultations should be. Cynthia asked if there had been any effort made to determine what proportion of clientele is computer literate and able to use social media; she asked if there is anything included in the communication plan to address the possibility that some people may not be reached through social media or via the internet. Cathy said they would still ensure that traditional media (such as print newsletters) is also used. Bonny asked about the timeframe; Cathy suggested that Cat's Cove would like to work on the project throughout the summer, with the internal launch planned for the second or third week of September, and a public launch in October. Tom pointed out that if the project is to be completed by October, the Board will definitely need to meet over the summer. Bonny said that new Board members will not be joining until September. John suggested that the question to be considered is how much involvement does the Board want to have? He said the actual work does not involve the Board, but their input is important. Right now the steering committee and Cat's Cove are working on options, with refining to be done later on. Deborah agreed that the Board does not need to be involved in the details of the project, but should be consulted with regards to the more strategic elements. She thinks this is a great initiative. Tom said he feels the Board should be more involved in the rebranding, as this is more strategic in nature. Bill suggested that the steering committee should select some clients to test the website. Fay suggested Cat's Cove could meet with the Board as they had with the LRHCS directors. Cathy recommended having a sub-committee meet over the summer to provide feedback. John asked if an ad hoc committee should be formed, or if this would be a project for Planning & Review. Tom suggested forming an ad hoc committee of Board members who want to be involved and have them meet with Cat's Cove. Bonny suggested continuing the discussion later on in the meeting (as per agenda item 7.1). The group thanked Cathy and Sasha, who then signed off.

- 1. Welcome:** Bonny welcomed everyone.
- 2. Approval of Agenda – Conflict of Interest:** Agenda approved as presented. No conflict of interest declared at this time.
- 3. Approval of Minutes – May 26, 2020:** Minutes approved with two changes: Barbara Drake to be marked as present at the meeting; and edit to item 7.1 (removal of sentence one change; Tom requested that the sentence "*Tom suggested the time for Board input may have passed.*" be removed as it did not reflect what he intended to communicate.
- 4. Business Arising**
 - 1. June 9 Alliance AGM:** Tom reported on the Alliance AGM which took place

virtually on June 9. Business such as approval of last year's AGM minutes, presentation of the financial report, and voting on nominees for Board vacancies took place. There is still one open position for the Alliance Board. Tom and John both attended and said the online meeting was very efficient and seemed to work well.

2. **Report from Chair on ED performance appraisal as per policy 6.01.09:** Fay confirmed that the ED performance appraisal process had been completed. No further action at this time.

5. Board Workplan for June

- **Budget presentation:** This item was deferred; the Finance Committee will meet in July and the budget will come to the Board in September.

6. **Correspondence:** The group reviewed the correspondence items; no action required at this time.

7. New Business

1. **Discussion of marketing and communication plan:** The Board continued discussing the marketing and communication plan after Cathy and Sasha left the meeting. It was decided that an ad hoc committee should be formed to provide input to Cat's Cove, and to report back to the Board with any recommendations regarding Board participation in the process. The group debated the merits of including incoming Board members in the feedback sessions. There was a great deal of debate regarding the possible inclusion of incoming Board members in the sessions with Cat's Cove. Fay reiterated that the new members are not joining the Board until September, and will have a very different perspective than someone who has been serving on the Board. She understands that new people can bring fresh perspectives, but the current Board members have a deeper understanding of the organization and its background. John shared the process that took place with directors and coordinators; Cat's Cove forwarded a list of questions in advance, and then walked through the responses at the feedback session. The ad hoc committee would participate in a similar session, then make recommendations to the Board based on the outcome of that session. Tom pointed out that incoming Board members would be involved, as the process will not be completed by the time they join in September. Following a long discussion, it was determined that current Board members would be including in the feedback sessions. Becky will send out an email to all current Board members to gauge interest in participating in an ad hoc committee; she will coordinate with Cathy to set up a date and time for the virtual meeting with Cat's Cove.

ACTION: Becky to send email to Board members regarding participating in ad hoc committee for LRHCS marketing/communications strategy.

ACTION: Based on responses, Becky to coordinate with Cathy and set up a virtual meeting with LRHCS ad hoc committee and Cat's Cove.

2. **Reopening status for LRHCS programs and services:** John presented a spreadsheet outlining risk assessments for LRHCS programs and discussed the reopening strategy and the process staff are working with in order to re-open in a safe manner. He indicated that directors would analyze each program using a risk assessment tool.
3. **Test run for AGM voting using Zoom polling:** The group participated in a

test run of polling to be used for the AGM when voting on motions. Tom asked how we could determine whether or not members had voted, since the meeting will be open to the public. It was suggested that participants use responses (i.e. "thumbs up") to vote, making it easier to see who was voting. Sarah indicated that a report could be run showing who had voted. Sarah and Becky to research further and report to Governance in August.

4. **Grant application approval request:** John presented the United Way grant application submitted by Kara and asked the Board to approve. Deb questioned the validity of the Board being asked to approve retroactively. Warren suggested that the application process has a quick turnaround time, and staff are often rushed to submit, leaving no time for Board review and approval beforehand. Tom said the Board will also need to approve acceptance of funds, since the request will probably be granted over the summer.
DECISION: The Board approved the United Way grant application and the eventual receipt of funds.

8. Executive Director's Report: John presented the June 2020 LRHCS Executive Director's Report.

9. LCP Agency Director's Report: Sarah presented the May 2020 LCP Agency Director's Report.

10. Committee Reports

1. **Governance:** Tom presented his report for the Governance Committee. He noted that there had been lots of input from Board members on the annual evaluation survey and May Board meeting survey. He shared a list of issues raised with items separated into categories: to be discussed; to be included in Board orientation or training; to be included in committee chair training; or to be followed up on by the Governance Committee. He suggested adding the list to the agenda for fall Board meetings. Cynthia thought the discussion topics deserved generative discussion. Tom raised the idea of changing the format of Board orientation, perhaps breaking it up into shorter sessions, and/or offering recorded webinars. This would allow for coverage of more material without overloading Board members. The Governance Committee plans to meet in August and will discuss the possibility of modifying the format for the fall Board orientation session(s). Fay observed that the revised question format for the May Board meeting evaluation seemed to elicit more feedback. Tom thanked Board members for participating in the surveys.

DECISION: The Board received the June 8 Governance Committee meeting minutes.

2. **Nominating:** Barbara presented her report for the Nominating Committee. The committee met prior to the Board meeting and agreed to submit Matt Devers as the final nominee to fill the current Board vacancies. Barbara indicated that the Nominating Committee had a question about the exit interview policy and how feedback is addressed. She asked the Governance Committee to investigate; Tom agreed to bring the issue back to Governance for review. Barbara informed the group that Fay Bennett has submitted her resignation from the Board; Barbara took the opportunity to thank Fay and said she would be missed. In light of the fact that Fay will no longer be serving on the Board, the position of Board Chair will need to be filled temporarily until the AGM on September 15;

the Nominating Committee recommends that Deborah Duffy be appointed as Board Chair until the AGM, at which point she will be included in the slate of candidates for the Executive. Deborah left the meeting to allow Board members to discuss the recommendation. The group agreed to the appointment, and accepted Fay's resignation. Barbara clarified that the Board would work through the summer with a total of 11 members as well as the past chair. Tom thanked Fay for her service on the Board and presented her with a gift card, extending best wishes from everyone. Fay thanked the group and said how much she has enjoyed working with the Board. She exited the meeting; Deborah returned and accepted her appointment as Chair.

DECISION: The Board received the May 26 Nominating Committee meeting minutes and succession planning document.

DECISION: The Board received Fay Bennett's resignation from the Board effective immediately.

DECISION: The Board approved the appointment of Deborah Duffy to the position of Board chair, to be served until the LRHCS AGM on September 15.

DECISION: The Board approved Matt Devers as the fifth candidate to be included in the slate of nominees at the September 15 AGM.

- 3. Whitewater Bromley Healthier Community:** Joey presented his report for the Whitewater Bromley Healthier Community Committee. He spoke of the advocacy undertaken by the Save Our Scotiabank (SOS) sub-committee and presented the June 15 SOS Committee meeting minutes. He asked that the SOS Committee be allowed to continue with its advocacy on behalf of the community with regards to the closure of the Scotiabank.

DECISION: The Board received the June 15 SOS Committee meeting minutes.

DECISION: The Board approved ongoing advocacy on the part of the SOS Committee with regards to the closure of the Scotiabank in Beachburg.

- 11. Availability for Cheque Signing:** Tom and Warren indicated they were available to sign cheques.

- 12. Date and Location of Next Meeting:** The next meeting will be the AGM on September 15.

Respectfully submitted,



Deborah Duffy, Board Chair