



**Alliance for Healthier Communities**  
Alliance pour des communautés en santé

**CALL FOR NOMINATIONS**  
**ALLIANCE BOARD OF DIRECTORS**

To: Chair/President and Executive Leaders of Alliance Member Centres

From: Marc Bisson, Chair, Nominations Committee

Date: December 12, 2019

Re: Call for Nominations, Alliance Board of Directors: **2020-21**

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**DEADLINE FOR NOMINATIONS IS**

**February 13, 2020**

We are issuing this Call for Nominations for four Directors for the Alliance Board of Directors to be elected at the June 2020 AGM.

We would like to take this opportunity to thank Taposhi Batabyal who resigned December 2019 and Constance McKnight, Martha Lowrie and Clinton Cowan who will complete their terms in June 2020.

Cate Melito's one year term also ends in June 2020 but she was elected last year with the understanding that she would stand for a full three year term.

Given the diversity of the remaining board members, the Alliance is now seeking candidates that fill the following gaps:

- Diversity of lived experience: Indigenous (1), Racialized (1), Rainbow communities (1)\*
- Member type: Nurse Practitioner-Led Clinic (minimum of 1)
- Organizational role: Board Member (minimum of 2)

\* Rainbow communities as defined in the By-law “means inclusive of people from various sexual diversities and gender identities and expressions, as outlined within a living definition articulated within Alliance policy.”

NOTE: See included in the Call for Nominations the Board matrix and our current board composition.

We fully understand that one person could belong to one or more of these priority groups and we strongly encourage applications from board members and senior executive leaders who reflect the diversity we are seeking.

**Deadline for Nominations: February 13, 2020**

*As previously stated, candidates are not expected to represent a specific group or geography. Rather we want directors to speak from their own lived experience to collectively provide varied perspective to the Board discussions.*

If you have any questions, please feel free to contact Corinne Christie, Executive Coordinator, at (416) 236-2539 ext. 222 or [corinne.christie@allianceON.org](mailto:corinne.christie@allianceON.org).

Sincerely,

A handwritten signature in blue ink, appearing to read "MB".

Marc Bisson  
Chair, Nominations Committee

## CURRENT ALLIANCE BOARD MEMBERS 2019-2020

Dec 5, 2019

#	CURRENT REPRESENTATION	ELECTED	TERM ENDS
1	Staff – Cate Melito (1 <sup>st</sup> Term)	Jan 31, 2019	June 2020/2023
2	Board – Clinton Cowan (1 <sup>st</sup> Term)	June 6, 2017	June 2020
3	Staff – Constance McKnight (2 <sup>nd</sup> Term)	June 3, 2014	June 2020
4	Board – Martha Lowrie (2 <sup>nd</sup> Term)	June 3, 2014	June 2020
5	Staff – Cliff Ledwos (1 <sup>st</sup> Term)	Jan 31, 2019	June 2021
6	Board – Dale McMurchy (1 <sup>st</sup> Term)	Jan 31, 2019	June 2021
7	Board – François Séguin (1 <sup>st</sup> Term)	Jan 31, 2019	June 2021
8	Staff – Liben Gebremikael (1 <sup>st</sup> Term)	Jan 31, 2019	June 2021
9	Staff – Marc Bisson (1 <sup>st</sup> Term)	June 11, 2019	June 2022
10	Staff – Claudia den Boer (2 <sup>nd</sup> Term)	June 7, 2016	June 2022
11	Board – Mariette Sutherland (1 <sup>st</sup> Term)	Jan 31, 2019	June 2022
12	Board - Taposhi Batabyal....resigned Dec 2019	Jan 31, 2019	June 2022

### Board matrix and current board composition

Reflective and Inclusive		Min Rqmts	Current Alliance-Dec 2019	Gaps (# req'd to meet min)	Board June 2020	Gaps (# req'd to meet min)
Board Member		5	5	0	3	2
Senior Executive Leader		5	6	0	5	0
Indigenous		Minimum of 2, including 1 by IPHCC or its successors	2	0	1	1
Francophone		2	2	0	2	0
Racialized		2	1	1	1	1
Rainbow Communities*		2	1	1	1	1
Member Type: CHC		2	8	0	5	0
Member Type: NPLC		1	0	1	0	1
Member Type: CFHT		1	2	0	2	0
Geographic Region: Urban		2	7	0	4	0
Geographic Region: Rural		2	4	0	4	0
Geographic Region: North/Remote		1	1	0	1	0
Centre Size: Small (Under 2.5 million)		1	1	0	1	0
Centre Size: Medium (2.5 to 10 million)		1	9	0	6	0
Centre Size: Large (10 million +)		1	2	0	2	0

#### Current Directors whose terms expire June 2020:

Martha Lowrie, Board member Four Villages (2<sup>nd</sup> term)

Constance McKnight, ED De dwa da dehs nye (AHAC) (2<sup>nd</sup> term)

Clinton Cowan, former Board member, SE Ottawa CHC, (1<sup>st</sup> term)

Note 1: Cate Melito, ED Grand Bend CHC is completing a one year term and will be nominated for another 3 year term. This was reported to the Members in the process for last year to allow for transition to our new board structure and staggered terms.

Note 2: Taposhi Batabyal resigned from the Alliance Board, effective Dec 4, 2019.

As per section 11.7 of the Alliance By-laws (Eligibility for re-election), one newly elected Director would complete Taposhi's term as Director. Given that this term expires in two years, this Director is also deemed eligible to serve for two (2) consecutive terms.

***The Alliance for Healthier Communities Board Member Nominations  
Election Process***

**Phase 1: Nomination/Application Process**

- The Alliance Nominations Committee reviews its current membership based on term limits, Inclusion Self-Assessment Survey results, and priorities identified in the By-laws related to Board Composition. The Board of Directors has a formal discussion and identifies gaps that require filling by new Directors.
- The Alliance Nominations Committee issues a call for nominees to the membership.
- All nominees must be eighteen (18) years or more of age, and must, at the time of their election, be a member of the staff, or Board of Directors of a member centre in good standing.
- Interested candidates are asked to review the revised Alliance Guidelines for Board Composition, and Responsibilities and Expectations of the Alliance Directors (enclosed).
- Interested candidates are required to complete an Application Form, which must also be signed by nominating member centre (enclosed). The nominating member centre must be in good standing.
- Interested candidates are asked to prepare a Letter of Interest, answering questions identified in the Application Form.
- Interested candidates must also complete the Declaration of Commitment.
- The nomination/application materials (Application Form, Letter of Interest and Declaration of Commitment) are to be sent, in confidence to Corinne Christie, Executive Coordinator | [corinne.christie@allianceON.org](mailto:corinne.christie@allianceON.org)

**Phase 2: Bias-Free Recruitment Process**

- The Nominations Committee will review all applications using bias-free recruitment techniques, which prioritize specific knowledge, expertise and/or lived experience as identified in the Alliance Guidelines for Board Composition (enclosed).
- The Nominations Committee will conduct interviews with nominees and will utilize a bias-free recruitment interview approach to ensure the nominees are reflective and inclusive, reflecting the desired knowledge, skills, expertise and lived experiences.

**Phase 3: Election of Directors**

- The Alliance Nominations Committee recommends nominees consistent with the vision, mission, and values of the Alliance to the Board of Directors. Once approved, the Board of Directors will present nominees for election by the membership.

- The membership will vote on the nominee(s) at the Annual General Meeting. Only members in good standing are eligible to vote.

Note: It is recognized by the Alliance Board as a best practice that member centres have no more than one (1) representative on the Alliance Board. However, should the membership support the election of multiple individuals from any one member to the Board, the Board will respect the decision of the members.

### **Timelines**

Dec 12, 2019	Call for Nominations for Directors issued and sent to member centres.
February 13, 2020	Deadline for Nominations.
March 10 & 11 2020	Interviews conducted by Nominations Committee.
April 7, 2020	Board approves nominees to recommend to the AGM.
June 9, 2020	Members elect Directors as required.

## ***The Alliance Guidelines for Board Composition***

### ***Background***

The Board of Directors reviewed its processes of recruitment, as well as its approach to reviewing and assessing Board Composition. The Board developed a revised approach to Board composition and structure in order to enable the Alliance to advance its mission to champion transformative change for people and communities facing barriers, and to live its brand of health equity through comprehensive primary health care. As part of this work, the Board of Directors developed new priorities, enshrined in the By-laws, specifically By-laws 11.1 and 11.3.

The Alliance Board is to be reflective and inclusive through a Board of 12 Directors who will collectively represent the following groups:

- A minimum of five (5) Board members
- A minimum of five (5) senior executive leaders
- Inclusive of all member types
- Diversity of size, including small and large
- Diversity of geographical location, including urban, rural, and north/remote
- Diversity of lived experiences: Indigenous (2 Directors); Francophone (2 Directors); racialized (2 Directors); Rainbow Communities \*(2 Directors)

\* Rainbow communities as defined in the By-law “means inclusive of people from various sexual diversities and gender identities and expressions, as outlined within a living definition articulated within Alliance policy.”

### ***Every Director will have the following knowledge, expertise and/or lived experience:***

- **Advancing the Alliance:** knowledgeable about and dedicated to the Alliance’s vision, mission, values and strategic directions;
- **Health Equity:** commitment to, and understanding of health equity through an anti-oppression and anti-racism lens;
- **Commitment to the 22%:** commitment to improving health outcomes for the 22% of the population in Ontario facing barriers to health and wellbeing;
- **Comprehensive Primary Health Care as reflected in the Models of Health and Wellbeing and Wholistic Health and Wellbeing:** understands comprehensive primary health care, inclusive of the determinants of health; and
- **Provincial Perspective and Systems Thinking:** understands the reason for ongoing organizational and system behavior and the underlying problems, opportunities or political forces affecting the Alliance and the health system.

### ***The Board as a whole must have the following expertise among its Directors:***

- **Policy Governance:** experience of governance principles and practices;
- **Strategic Planning:** experience of strategic planning processes; and
- **Financial Literacy:** ability to understand the financial position of the Alliance as presented in its financial statements.

Given the diversity of the remaining board members, the Alliance is now seeking candidates for 4 Director positions that fill the following gaps:

- Diversity of lived experience: Indigenous (1), Racialized (1)  
Rainbow communities (1)\*
- Member type: Nurse Practitioner-Led Clinic (minimum of 1)
- Organizational role: Board Member (minimum of 2)

\* Rainbow communities as defined in the By-law “means inclusive of people from various sexual diversities and gender identities and expressions, as outlined within a living definition articulated within Alliance policy.”

The Alliance Board of Directors encourages applications from individuals who reflect this diversity.

We fully understand that one person could belong to one or more of these priority groups and we strongly encourage applications from board members and senior executive leaders who reflect this diversity.

## ***Responsibilities and Expectations of the Alliance Directors***

The Board of Directors is committed to being reflective and inclusive, and having Directors who bring a diversity of knowledge, expertise and lived experiences that will ensure effective governance that affirms the mission, vision, and values of the Alliance.

As a policy governance Board that governs through Inclusive Leadership, all Directors are collectively responsible to ensure that the voices of the members are represented, and information is shared. Each Director is not representing specific organizations within the membership (or specific communities); instead each Director must reflect on and understand the ways in which their perspectives are informed by their lived experiences. Once appointed or elected, the role of the Directors is to ensure that the whole Board is accountable to, and representative of the entire membership.

Each Director acts in a position of trust for the broader community (and specifically for the moral owners); this means that each Director must be prepared to demonstrate their commitment to:

- Advancing the Alliance;
- Health Equity;
- Commitment to the 22% (which is the percentage of the population in Ontario who experience systemic barriers to health and wellbeing);
- Comprehensive Primary Health Care as reflected in the Models of Health and Wellbeing and Wholistic Health and Wellbeing;
- Provincial Perspective and Systems Thinking

These commitments are to be demonstrated through self-reflection, skills development, meaningful participation in Board work, and taking ownership of decisions of the Board.

### **Accommodations**

The Board is committed to reducing and eliminating barriers. Directors can, at any time during their term, request accommodations in order to facilitate participation in Board activities. Each accommodation request will be discussed on an individual basis, in confidence.

### **Board and Committee Meetings**

There are generally five (5) Board meetings per year, which include:

- four (4) two-day long meetings
- one (1) one-day long meeting

Board meetings are usually held at the Alliance office in Toronto, and are generally held during the work week. Meeting agendas are sent out approximately one week prior to the meeting. **The Alliance covers meeting costs including meals for the meetings, teleconference costs, travel costs and accommodations to attend the meetings, etc.**

To address the needs of Directors who work outside the sector (and who may need to use vacation to attend meetings) at least one meeting per year may be held with one day of the two-day meeting on the weekend.

To maximize participation of Directors who live at a distance from Toronto, participation by the Ontario Telemedicine Network (OTN) can be facilitated, though in person participation is most preferred.

In addition to Board meetings, Directors are expected to attend/participate in:

- One (1) half-day orientation for new Directors, in September, on Sunday (held in Toronto)
- Online Indigenous Cultural Safety training – approximately 10 hours in length
- One (1) one-day long training on policy governance (held in GTA)
- 2.5 day-long Annual General Meeting and Conference in June (location TBD)
- One (1) one-day training on Anti-Oppression and Anti-Racism (held in Toronto)
- Online *Accessibility for Ontarians with Disabilities Act (AODA)* training – approximately 45 mins in length

To determine total commitment time, please take into consideration travel time to meetings.

Directors are also expected to participate on at least two Board Committees, and/or participate in other Board-related activities.

Current Committees include, but not limited to:

- Nominations Committee
- Member Engagement Committee
- Governance Committee
- Audit Committee
- Resolutions Committee

Committee meetings often take place between Board meetings, and can be hosted at the Alliance office, with participation in-person, via telephone and/or OTN. The amount of time required depends on the Committee or activity.

Preparation Time:

- There is approximately 3-6 hours of preparation time before each Board meeting plus pre reading for committee meetings.

**Officers**

Officer positions on the Board are: Chair, Vice-Chair, Secretary and Treasurer. The Board is committed to succession planning, and each Director has an opportunity to take on one of the Officer positions. Support including skills training will be provided, as required.

### **Supports**

To fulfil their role, Directors will receive the following support

- Access to training and resources to build capacity
- Administrative support from the Alliance
- Support from other Directors and chairs of the Alliance Committees to lead discussions on key issues and strategies
- Mentorship (for new Directors)

### **Term of Office**

Directors are elected for a 3-year term and are eligible to serve for up to two consecutive terms.

In the instance where a Director is appointed to the Board to fill a vacancy mid-term, that Director is eligible to serve for the time spent in filling the said vacancy in addition to up to two (2) consecutive terms.

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*Email the separate nominations application package to Corinne Christie, Executive Coordinator [corinne.christie@allianceON.org](mailto:corinne.christie@allianceON.org)*