

Centretown Community Health Centre (CCHC)
Background for Candidates interested in joining the Board of Directors

This document provides guidelines for board composition, attributes for policy governance and responsibilities for CCHC Board of Directors that you should consider when deciding if you are a good candidate for the CCHC Board of Directors.

1. Mission, Vision and Values:

We are looking for Board members who are committed to striving to achieve the Mission, Vision and Values of Centretown CHC. CCHC is committed to anti-racism and to being an agent of change that addresses systemic barriers to good health.

Mission Statement

Centretown Community Health Centre provides health and social programs. We serve individuals, families and communities. We work with community to achieve health, safety and justice for all.

Vision Statement

A vibrant and inclusive community where individuals can thrive.

Values & Beliefs

Anti-Oppression / Equity / Empowerment / Collaborative Leadership / Continuous Learning

Ends

- Reimagining our work from an Anti-Oppression Perspective
- Supporting Wellbeing and Contributing to Community Resilience
- Building a Virtual Care System based on principles of Digital Equity
- Keeping CCHC health and resilient in a changing environment

2.0 Requirements for Directors:

Given the current attribute mix on the Board, the CCHC Board of Directors is particularly looking for candidates with the following diversities:

- Gender diverse and member of 2SLGBTQIA+ communities and/or
- Have lived experience or work with racialized, immigrant, refugee communities

The CCHC Board of Directors encourages applications from individuals who reflect this diversity. We acknowledge that one person could belong to more than one of these priorities.

1.0 Minimum Requirements for a member (as per bylaw):

- 1.1 Member of CCHC
- 1.2 Committed to the mission, vision and values of CCHC
- 1.3 Minimum of 18 years of age.
- 1.4 Not a staff member, or paid by Centretown for the last 12 months

2.0 Must meet one of the following criteria (as per bylaw):

- 2.1 must reside or work within 5 km of the Centre (420 Cooper St) and/or
- 2.2 be a student or registered volunteer with CCHC; and/or
- 2.3 be an active client of a program of CCHC.

3.0 Francophone:

- 3.1 CCHC bylaws state that the Board will have a minimum of 3 Francophone Directors
- 3.2 Francophone is defined as someone whose first language is French or who speaks French and is culturally sensitive to the needs of the French-speaking community.

4.0 Gender Mix

- 4.1 The board strives to have a mix of genders and recognizes and welcomes gender diversity. To understand the diversity of our board, the following data will be collected

4.2 Gender:

- Cisgender female/woman
- Cisgender male/man
- Genderqueer, gender non-binary or gender fluid
- Transgender female/woman
- Transgender male/man
- Prefer not to answer
- A gender not listed above

4.3 Sexual orientation

- Asexual
- Bisexual
- Gay/lesbian
- Heterosexual/straight
- Pansexual
- Queer
- Prefer not to answer
- A sexual orientation not listed above

5.0 Reflective and Inclusive of the people served by CCHC including:

- Francophone.
- 2SLGBTQIA+
- Black, Indigenous or otherwise racialized
- Immigrant, newcomers, refugees
- Individuals who are unhoused or precariously housed
- Young Families
- Seniors

3.0 Attributes for Individual Directors: CCHC is looking for the following knowledge, expertise and/or lived experience with every director:

- **Advancing Centretown CHC:** knowledgeable about and dedicated to the CCHC’s vision, mission, values and Ends (strategic directions);
- **Health Equity:** commitment to, and understanding of health equity through an anti-racism and anti-oppression lens
- **Commitment to working with the priority populations of CCHC:**
- **Comprehensive Primary Health Care as reflected in the Model of Health and Well-being:** understands comprehensive primary health care, inclusive of the social determinants of health; and
- **Agent of Change:** understands that CCHC is an agent of change for the vulnerable peoples and communities it serves, including the underlying systemic problems and political forces impacting the CCHC and the health system.

4.0 Expertise of the Board as a whole: These are attributes that not all individual Directors have but the board as a whole has it within its Directors.

- **Policy Governance:** experience of governance principles and practices or willing to learn
 - CCHC operates with a policy governance framework and is committed to this model.
 - If you do not have experience in this model, appropriate training will be provided.
- **Strategic Planning:** experience of strategic planning processes
 - CCHC has a current three year Strategic Plan (2023-26)
- **Financial Literacy:** ability to understand the financial position of CCHC as presented in its statements
 - While we do not expect members to be accountants, we anticipate that several board members will feel comfortable working with auditors
 - It is an expectation that all Board members will gain confidence in reading financial statements.

5.0 Self-Reflection of Potential Director for a Policy Governance Board:

CCHC is committed to a Policy Governance model. To see if you are the right fit for this model, please see below the attributes that describe the desirable Board attributes under policy governance.

Strategic Vision:

- Ability to see the big picture
- Ability to articulate a clear vision for the organization’s future and develop long-term and strategic plans aligned with the mission and values.
- Understanding of complex issues and the ability to identify key strategic priorities.

Policy Expertise:

- Thorough understanding of policy development processes, including identifying key issues, crafting effective policies and evaluating their impact

- Capability to analyze policy proposals, assess their impact and make informed decisions

Critical Thinking:

- Ability to analyze complex situations and information, identify potential risks and benefits, and make sound decision based on evidence and sound judgements
- Ability to effectively engage with moral owners in policy development processes.

Generative Thinking

- Ability to discern, frame, and engage in sense making and robust dialogue.
- Comfortable with ambiguity, constructive dissent and respectful challenge of ideas.
- Ability to keep a broad perspective and is open to new ideas.
- Open communicator and curious.

Delegation Skills:

- Comfortable working with an outcome focus (Ends) and not operational focus.
- Clear understating of the distinction between governance (policy setting) and management (executive)
- Ability to effectively delegate responsibilities to management while maintaining oversight and accountability.

Collaborative Leadership:

- Excellent communication skills to facilitate open discussion and consensus building among directors
- Ability to foster a collaborative environment where diverse perspectives are valued

Ethical Conduct:

- Commitment to high ethical standards and transparency in decision making
- Ability to identify and address potential conflicts of interest
- Possess moral courage, willing and able to make hard decisions.

Accountability:

- Willingness to hold management accountable for implementing policies and achieve desired outcomes
- Active monitoring of performance metrics and key indicators

Adaptability:

- Ability to adjust to changing circumstances, new information and evolving organization needs while maintaining policy alignment.

Commitment to Governance:

- A dedication to actively participate in board meetings, review materials and contribute to ongoing policy evaluation and improvement.