



# BOARD OF TRUSTEES GOVERNANCE MANUAL

## POLICY

**APPROVED BY:** \_\_\_\_\_ *George Ryan* \_\_\_\_\_ **NUMBER:** G2-10  
Board of Trustees

**DATE:** 07 Jan 10 **PAGE:** 1 of 2

**CATEGORY:** GOVERNANCE

---

### ROLE OF THE BOARD CHAIR

---

The role of the chair of the Board of Trustees of Grandview Children's Centre is primarily to ensure the integrity of the Board's governance processes and secondarily to represent the Board to external parties.

The Chair has no authority to make decisions on behalf of the Board unless so authorized by the governing body.

The Chair's role is to lead the Board through the decision-making process within the following guiding principles and parameters:

- i) The Chair is not solely responsible for supervising or directing the Executive Director, but shares this duty with the Board of Trustees.
- ii) The Chair is the Board's primary liaison with the Executive Director.
- iii) The Chair fulfils his/her role by ensuring that the Board conducts itself in accordance with the statutes, regulations and By-laws of the Corporation; operates in an ethical manner within its own policies and those legitimately imposed upon it from outside the organization; and ensures that the decision-making process is in good faith, without discrimination, and consistent with the mission and values of Grandview Children's Centre.
- iv) The Chair monitors the attendance of Board members at Board meetings to ensure compliance with the governance policy of the organization.
- v) The Chair is the formal representative of the Board to outside parties, unless determined otherwise by the Board of Trustees.

- vi) The Chair is empowered to Chair all Board meetings, using *Robert's Rules of Order*, with all of the commonly accepted authority that the position confers.
- vii) The agenda for Board meetings is developed by the Chair with input from the members of the Board of Trustees and with the assistance of the Executive Director.
- viii) The Chair shall conduct Board meetings in an orderly and timely manner, shall keep deliberations thorough and fair, shall encourage all members to express their views, and shall limit discussion to the topic at hand.



# BOARD OF TRUSTEES GOVERNANCE MANUAL

## POLICY

**APPROVED BY:** George Ryan **NUMBER:** G2-20  
Board of Trustees

**DATE:** 1994; R09 Oct, 03; R06 Mar 08

**PAGE:** 1 of 1

**CATEGORY:** GOVERNANCE

---

### PHILOSOPHY OF GOVERNANCE

---

The Board of Trustees of Grandview Children's Centre acknowledges and accepts its responsibility for ensuring the delivery of defined programs and services while ensuring the management of the resources of the organization. The Board recognizes its accountability to the community to fulfill these obligations in an ethical, effective, and conscientious manner, and will behave in a manner which:

- ensures that the Board is comprised of individuals who collectively offer a wide range of skills, and perspectives consistent with the fundamentals of Grandview's vision and mission;
- utilizes the effort and energy of staff and committees to assist the Board in deliberation and decision-making;
- emphasizes strategic leadership, and development of policy and long range plans including mission and vision;
- delegates within defined limits the authority and responsibility for day-to-day operations to the Executive Director;
- explores issues and makes decisions using open, participatory discussion.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### POLICY

**APPROVED BY:** George Ryan **NUMBER:** G2-30  
Board of Trustees

**DATE:** 03 June, 04; R06 Jan, 05; R05 Mar 09 **PAGE:** 1 of 2

**CATEGORY:** GOVERNANCE

---

#### RESPONSIBILITIES OF THE BOARD

---

The Board shall:

- a) Govern and direct the affairs of the Corporation with integrity.
- b) Ensure that the Centre functions in accordance with relevant legislation and regulations and the By-Laws of the Corporation, and ethical practices.
- c) The Board shall establish and maintain policies and procedures to ensure responsible governance.
- d) Establish such mission statement, vision, values and goals, as may be required by legislation or otherwise to provide the general framework within which the Executive Director, shall then manage the day-to-day process within the organization.
- e) Oversee the strategic planning process and ensure the development and implementation of Strategic Plans for the Centre.
- f) Appoint the Executive Director and define the duties and responsibilities of this individual and evaluate the performance of this individual according to policy.
- g) Delegate appropriate responsibilities and authority to establish limitations as appropriate for the Executive Director for the operation of the Centre and in return require the accountability of the Executive Director to the Board.
- h) Approve the appointment of the Medical Director who shall also serve as an advisor to the Board.

- i) Ensure that policies are regularly evaluated in relation to generally accepted standards and to require accountability on a regular basis.
- j) To regularly review the Centre=s affairs in relation to its purpose and objectives and to demonstrate accountability for the Board's responsibilities to the Members.
- k) Advocate for optimal resources that are needed for the Centre to fulfil its mandate.
- l) Ensure that all financial and human resources are efficiently and effectively managed.
- m) Endeavour to keep the community informed of the services we provide and future plans.
- n) Establish and provide for the operation of an Occupational Health and Safety Program and a Health Surveillance Program.
- o) Obtain independent legal, accounting or other professional advice when necessary.
- p) Ensure a strong focus on managing risk throughout the organization.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### PROCEDURE

APPROVED BY:

*Jackie Long*

Board Development Committee

NUMBER: G2-31

DATE: 03 June, 04; R06 Jan, 05; r06 Mar 08;  
r05 Mar 09

PAGE: 1 of 3

CATEGORY: GOVERNANCE

---

### RESPONSIBILITIES OF TRUSTEES

---

#### Introduction:

The Board of Trustees has overall responsibility for the management of Grandview Children's Centre (the "Centre"), as outlined in Policy 2-30: Responsibilities of the Board.

Specifically, Board members are required to ensure compliance with the following:

- a) the Letters Patent and By-Laws of the Centre, as well as its Mission Statement;
- b) applicable legislation enacted by the Provincial and Federal Governments, including the specific rules and regulations issued by the Canada Revenue Agency concerning the operation of charities;
- c) the body of law derived from legal precedents known as common law, as it relates to the responsibilities of Trustees. These common law duties are set out below.

#### Responsibilities of Individual Trustees:

Trustees are in a "fiduciary" relationship to the Centre. The duties required by this fiduciary relationship fall into two main categories:

a) Duty of Care

The duty of care imposes on Trustees a duty of competence and skill, and a duty of diligence. The duty of skill and diligence must be performed to a certain “standard of care”, which is deemed to be that exercised by a “reasonable” Trustee acting in similar circumstances.

In the case of the Centre, because it is a registered charity, the rules and regulations established by legislation and recent case law suggests that the Centre’s Trustees are under a heightened duty of care.

b) Duty of Loyalty, Honesty and Good Faith

This duty requires that a Trustee act honestly and in good faith in the best interest of the Centre. Trustees may not profit personally by virtue of their position and must immediately declare any conflicts of interest. The procedures established by the Centre for dealing with conflicts of interest must be followed strictly in every situation. This duty also requires that Trustees respect the confidentiality of matters brought before the Board.

In addition, Trustees must not speak to the public or to the media concerning Board matters, unless specifically authorized to do so. Generally speaking, all public and media contacts are made by the Board Chair and/or Executive Director, to ensure that there is a clear and consistent message from the Centre.

**Checklist of Duties which, at a minimum, all Trustees should perform to ensure compliance with their responsibility:**

- a) Attend Board meetings regularly.
- b) Be thoroughly informed about any decisions the Board has to make and ensure that all material necessary to make knowledgeable and informed decisions is provided in a timely manner before the Board meeting.
- c) Exercise independent judgement when voting on all Board decisions.
- d) Ask questions and seek further information or clarification when necessary.
- e) Ensure that minutes of Board meetings accurately reflect Board discussions and decisions.
- f) Carefully review and participate in formulating the annual budget and strategic plan.

- g) Understand and comply with the Centre's Letters Patent, By-Laws and Mission Statement and review them on a regular basis.
- h) Be aware of the Federal and Provincial legislation governing the operation of the Centre.
- i) Be aware of the Governance Policies and Procedures of the Centre.
- j) Participate in regular evaluation of the Board's performance.
- k) Attend continuing education or Board training sessions whenever available and appropriate.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### POLICY

**APPROVED BY:** George Ryan **NUMBER:** G2-50  
Board of Trustees

**DATE:** 04 Apr, 02; R23 Mar 06; r02 Apr 09 **PAGE:** 1 of 1

**CATEGORY:** GOVERNANCE

---

### CONFLICT OF INTEREST

---

The Board strives to avoid any situations where Trustees are in a position of conflict of interest.

At the beginning of every Board meeting, following acceptance of the Agenda, the Board Chair asks if there are any conflicts of interest to be declared.

This is in accordance with the By-laws of Grandview Children's Centre, Section V, Subsection 3, which state:

- a) Every Trustee (the "Conflicted Trustee") who has, directly or indirectly, any interest in any contract or transaction or any proposed contract or transaction with the Corporation or an affiliate thereof shall declare his/her interest in such contract or transaction setting out the nature and extent of such interest to the Chair which will be entered in the minutes of the meeting of Trustees.
- b) The Conflicted Trustee shall not vote in respect of such contract or transaction or proposed contract or transaction unless the contract or transaction or proposed contract or transaction is;
  - (i) for insurance of all Trustees, against any liability incurred by any of them in their capacity as a Trustee except where the liability relates to the failure of a Trustee to act honestly and in good faith with a view to the best interests of the Corporation; or
  - (ii) with an affiliate of the Corporation.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### POLICY

APPROVED BY: George Ryan NUMBER: G2-60  
Board of Trustees

DATE: 04 Feb 10 PAGE: 1 of 1

CATEGORY: GOVERNANCE

---

#### TRUSTEE ATTENDANCE AT MEETINGS

---

Missed meetings seriously diminish the effectiveness of the entire Board by restricting the Board Trustee's ability to meaningfully participate in future discussions and decisions, as well as by increasing the risk of lack of attainment of quorum for meetings.

A Board/Committee attendance problem occurs if any of the following conditions exist in regard to a Trustee's attendance at Board/Committee meetings:

1. The Trustee has two un-notified absences in a row (has not sent regrets before the meeting).
2. The Trustee has three notified absences in a row.
3. The Trustee misses one-third of the total number of Board or Committee meetings in a twelve month period.

Board and Committee meetings include all meetings as well as special meetings, where advance notice has been provided to Trustees.

Note: See By-law section VI article 7(d).



GRANDVIEW  
CHILDREN'S  
CENTRE

# BOARD OF TRUSTEES GOVERNANCE MANUAL

## POLICY

**APPROVED BY:** George Ryan **NUMBER:** G3-02  
Board of Trustees

**DATE:** 04 Apr, 02; R03 Feb 05; r02 Apr 09 **PAGE:** 1 of 2

**CATEGORY:** BOARD MEMBERSHIP **REF POLICY:** G3-10

---

### BOARD RECRUITMENT PROCESS

---

Grandview Children's Centre's Bylaws and philosophy of governance provide guidance in recruiting members of the community to stand for election to the Board of Trustees. The philosophy of governance ensures that the Board is comprised of individuals who collectively offer a wide range of skills, and perspectives consistent with the fundamentals of Grandview's mission. This process is carried out by the Board Development Committee which functions as the Nominating Committee of the Board of Trustees, in accordance with the Bylaws of Grandview Children's Centre as outlined below:

#### **Section V, Subsection 2**

#### 2. Composition of the Board

##### (f) Nominations

Nominations for election as a Trustee at the Annual Meeting of the Members can be made only by:

- i) A Committee appointed by the Board; or
- ii) Members provided that each such nomination is:
  - in writing and signed by at least two Members in good standing; and
  - accompanied by a written declaration signed by the nominee that he/she will serve as a Trustee in accordance with this By-law if elected,
  - is submitted to and received by the Secretary.

## g) Qualifications

i) In order to be eligible to stand for election as a Trustee, each nominee must:

- be a resident of Durham Region or in the opinion of the Board maintain a direct and substantial interest in Durham Region, or, in the opinion of the Board have the potential to make a significant contribution to the Corporation, and
- be a member in good standing, and
- support and promote the objects of the Corporation.

ii) The following restrictions affect the eligibility of each nominee:

- no employee of the Centre shall be eligible for election or appointment to the Board except as an ex-officio member,
- no spouse, child, parent, brother or sister related to a member of the Board of Trustees or related to a member of the senior management of the Corporation shall be eligible for election or appointment to the Board,
- no person shall be eligible for election or appointment to the Board if he or she is an undischarged bankrupt, if he or she is mentally incompetent or incapable of managing his or her affairs, if he or she has not attained the age of majority or if he or she is not a resident of the Province of Ontario.
- no election or appointment of a person as a Trustee shall be effective unless he/she consents in writing to act as a Trustee before his election or appointment or within ten days thereafter.

The acts of a Trustee shall be valid notwithstanding any defect in his appointment or qualification.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### POLICY

APPROVED BY: George Ryan NUMBER: G 3-30  
Board of Trustees

DATE: 04 Apr, 02; r03 Feb 05; r03 Nov 05; r06 Dec 07 PAGE: 1 of 1

CATEGORY: BOARD MEMBERSHIP

---

#### BOARD ORIENTATION PROGRAM

---

All new Board members are provided with an orientation to the roles and responsibilities incumbent with the position of Trustee.

In addition to providing information about expectations and the governance functions, this orientation includes an overview of Grandview Children's Centre and all associated services and programs. This is achieved through provision of an on-site orientation and tour; provision of written reference materials; and assignment of an experienced Board member as a personal mentor ("Board Buddy").



GRANDVIEW  
CHILDREN'S  
CENTRE

# BOARD OF TRUSTEES GOVERNANCE MANUAL

## POLICY

**APPROVED BY:** \_\_\_\_\_  
Board of Trustees

**NUMBER:** G4-10

**DATE:** 04 Apr, 02; R03 Nov 05, R05 Nov 10

**PAGE:** 1 of 1

**CATEGORY: BOARD COMMITTEES**

---

### TERMS OF REFERENCE

---

There are four standing committees which are structured in accordance with the Bylaws of the Grandview Children's Centre. These are: Priorities and Performance Committee, Governance Excellence Committee (Nominating Committee), Finance and Facilities Committee, and Executive Committee.

Terms of Reference for each of these Committees are based on the composition and duties as outlined in the By-laws, and are reviewed on an annual basis by each Committee.

Ad Hoc Committees and Task Forces are established on an as needed basis, and Terms of Reference are developed to guide their activities and responsibilities. The Board of Trustees reviews and approves Terms of Reference for all Committees/Task Forces.

**GRANDVIEW CHILDREN'S CENTRE**  
**PRIORITIES AND PERFORMANCE COMMITTEE**  
**TERMS OF REFERENCE**

**NAME/TYPE**

The Priorities and Performance Committee is a standing Committee of the Board.

**ACCOUNTABILITY**

The Priorities and Performance Committee is directly and solely accountable to the Board.

**MEMBERSHIP**

The Priorities and Performance Committee shall consist of at least five members, which shall include at least three Trustees, the Executive Director (non voting) and the Director of Clinical Services (non voting), and such other persons as may be appointed from time to time by the Board.

**DURATION OF MEMBERSHIP**

This is determined by the length of tenure in the positions which are designated in "membership" above. Those members who are not Board Trustees, other than the Executive Director and the Director of Clinical Services, may serve no more than three (3) consecutive two (2) year terms for a total of six (6) consecutive years.

**CHAIR**

The Chair of the Priorities and Performance Committee shall be appointed by the Board.

**QUORUM**

A quorum shall be not less than two-fifths of the total of voting members of such Committee, provided at least one Trustee is present.

**MINUTES**

The Chair is responsible for minutes of the Committee meetings. The Executive Assistant will record and maintain the minutes on behalf of the Chair.

### **DUTIES**

The Priorities and Performance Committee will focus on monitoring organizational performance based on established indicators and accreditation standards.

- Strategic plan: facilitate process to develop a strategic plan identifying mission, vision, values, strategic goals and outcomes to be achieved
- Changing context: review and recommend to the Board of Trustees any changes to the strategic direction of the organization based on significant developments internal or external to the organization
- Performance monitoring: review and recommend to the Board of Trustees any action required as a result of emerging trends from Quality and Resources Management Reports for both Human resources and service Delivery
- Risk management: develop and recommend to the Board of Trustees a Risk Management Plan
- Client and Staff Safety
- Accreditation Program: provide oversight to the governance component of the Accreditation Canada Program and recommend any required action to the Board of Trustees for their consideration.
- Other duties as assigned by the Board

### **FREQUENCY OF MEETINGS**

The Priorities and Performance Committee shall meet not less than six times per year prior to each Board meeting so that they may report as appropriate at each Board meeting.

October 14, 2009

# **GRANDVIEW CHILDREN'S CENTRE**

## **GOVERNANCE EXCELLENCE COMMITTEE**

### **TERMS OF REFERENCE**

#### **NAME/TYPE**

The Governance Excellence Committee is a standing Committee of the Board.

#### **ACCOUNTABILITY**

The Governance Excellence Committee is directly and solely accountable to the Board.

#### **MEMBERSHIP**

The Governance Excellence Committee shall consist of at least three Board Trustees and the Executive Director (non voting).

#### **DURATION OF MEMBERSHIP**

This is determined by the length of tenure in the positions which are designated in "membership" above.

#### **CHAIR**

The Chair of the Governance Excellence Committee shall be appointed by the Board.

#### **QUORUM**

A quorum shall be not less than two-fifths of the total of voting members of such Committee, provided at least one Trustee is present.

#### **MINUTES**

The Chair is responsible for minutes of the Committee meetings. The Executive Assistant will record and maintain the minutes on behalf of the Chair.

#### **DUTIES**

The Governance Excellence Committee assists the Board with its governance processes and also the means of evaluation of the Executive Director.

- Bylaws: review and recommend to the Board of Trustees any amendments to the by-laws

- Governance policy: develop, review and recommend to the Board of Trustees governance policies and procedures
- Governance team: initiate a recruitment and selection process to identify and recommend to the Board of Trustees potential candidates to fill vacancies on the governing body
- Orientation: facilitate the orientation process for new members to the Board of Trustees and develop resource materials as required
- Board development: develop and recommend to the Board of Trustees an annual board development plan and implement the approved plan
- Board evaluation: conduct an annual board evaluation and recommend to the Board of Trustees, strategies to improve the overall effectiveness of the Board of Trustees
- Performance management: develop an annual process to compile information in relation to the performance of the Executive Director and assist the Executive Committee to implement this process
- Other duties as assigned by the Board.

#### **FREQUENCY OF MEETINGS**

The Governance Excellence Committee shall meet not less than six times per year prior to each Board meeting so that they may report as appropriate at each Board meeting.

October 1, 2009

# **GRANDVIEW CHILDREN'S CENTRE**

## **FINANCE AND FACILITIES COMMITTEE**

### **TERMS OF REFERENCE**

#### **NAME/TYPE**

The Finance and Facilities Committee is a standing Committee of the Board.

#### **ACCOUNTABILITY**

The Finance and Facilities Committee is directly and solely accountable to the Board.

#### **MEMBERSHIP**

The Finance and Facilities Committee shall consist of at least five members which shall include the Treasurer, as chair, at least two other Trustees, the Executive Director (non-voting), Director of Finance and Administration (non-voting) and such other persons as may be appointed from time to time by the Board.

#### **DURATION OF MEMBERSHIP**

This is determined by the length of tenure in the positions which are designated in "membership" above. Those members who are not Board Trustees or ex-officio members, may serve no more than three (3) consecutive two (2) year terms for a total of six (6) consecutive years.

#### **CHAIR**

The Chair of the Finance and Facilities Committee is the Treasurer. If the Treasurer is unable to chair the meeting, then a Trustee who is a member of the Finance and Facilities Committee will act as the Chair.

#### **QUORUM**

A quorum shall be not less than two-fifths of the total of voting members of such Committee, provided at least one Trustee is present.

#### **MINUTES**

The Chair is responsible for minutes of the Committee meetings. The Director of Finance and Administration usually records the minutes and the minutes are maintained by the Executive Assistant on behalf of the Chair.

### **DUTIES**

- annual budgets: review and recommend to the Board of Trustees annual operating and capital budgets
- financial stability: review and recommend to the Board of Trustees detailed monthly financial statements for the previous month with attention to variances and any corrective action required to ensure a stable financial position
- financial viability: review and recommend to the Board of Trustees detailed bi-annual projected forecast identifying any potential financial viability issues
- financial position: review and recommend to the Board of Trustees the Annual Financial Statement and Auditor's Management Letter prior to the Annual General Meeting of the corporation
- capital acquisitions: review and recommend to the Board of Trustees the purchase of any capital acquisitions that supersede the authority delegated to the Executive Director
- internal controls: review and recommend to the Board of Trustees any action required to strengthen the internal controls of the organization
- financial performance: review and recommend to the Board of Trustees any action required as a result of trends identified in the Quality and Resource Management Reports for both Financial/Administration and Building Services as well as Accreditation Canada standards
- resource development: review and recommend to the Board of Trustees any action required in terms of planning of application for use of bequests, endowments and investments held by the Foundation
- risk management: identify for consideration by the Board of Trustees any potential financial risks and implication for ongoing financial viability
- auditor: review and recommend to the Board of Trustees the appointment of the Auditor and engagement letter expectations
- Other duties as assigned by the Board

### **FREQUENCY OF MEETINGS**

The Finance and Facilities Committee shall meet not less than six times per year prior to each Board meeting so that they may report as appropriate at each Board meeting.

# **GRANDVIEW CHILDREN'S CENTRE**

## **EXECUTIVE COMMITTEE**

### **TERMS OF REFERENCE**

#### **NAME/TYPE**

The Executive Committee is a standing Committee of the Board.

#### **ACCOUNTABILITY**

The Executive Committee is directly and solely accountable to the Board.

#### **MEMBERSHIP**

The Executive Committee shall consist of the Chair, Treasurer, Secretary, First Vice Chair, Chair of the Priorities and Performance Committee and Chair of the Governance Excellence Committee.

#### **DURATION OF MEMBERSHIP**

This is determined by the length of tenure in the positions which are designated in "membership" above.

#### **CHAIR**

The Chair of the Executive Committee is the Chair of the Board. If the Chair of the Board is unable to Chair the meeting, then the First Vice Chair, and failing that person's availability, the Secretary will act as the Chair.

#### **QUORUM**

A quorum shall be not less than two-fifths of the total of voting members of such Committee, provided at least one Trustee is present.

#### **MINUTES**

The Chair is responsible for minutes of the Committee meetings. The Executive Assistant usually records and maintains the minutes on behalf of the Chair.

**DUTIES**

The Executive Committee shall:

- in the case of emergency or in between regularly-scheduled meetings of the Board, or as directed by the Board, the Executive Committee shall discharge the full responsibilities of the Board and shall report its actions taken to the Board at its next regularly-scheduled meeting;
- conduct annually a performance appraisal of the Executive Director based on the process recommended by the Governance Excellence Committee;
- recommend compensation packages for the Executive Director;
- have such powers and perform such duties as may, from time to time, be assigned to it by the Board.

**FREQUENCY OF MEETINGS**

The Executive Committee shall meet at the call of the Chair (or designate).

August 5, 2009



GRANDVIEW  
CHILDREN'S  
CENTRE

# BOARD OF TRUSTEES GOVERNANCE MANUAL

## POLICY

APPROVED BY: George Ryan NUMBER: G6-10  
Board of Trustees

DATE: 09 Jan, 03; r08 Feb, 07 PAGE: 1 of 1

CATEGORY: BOARD DEVELOPMENT

---

### BOARD DEVELOPMENT PLAN

---

Based on the results of the annual Board Appraisal Questionnaire, the Board Development Committee will formulate a Board Development plan to address those areas identified in the appraisal as in need of improvement.



GRANDVIEW  
CHILDREN'S  
CENTRE

## BOARD OF TRUSTEES GOVERNANCE MANUAL

### POLICY

**APPROVED BY:**

*George Ryan*

Board of Trustees

**NUMBER:** G7-40

**DATE:** 08 Jan 04; r05 Apr 07; R04 Feb 10

**PAGE:** 1 of 1

**CATEGORY:** RELATIONSHIPS

---

### CORPORATE COMMUNICATION PLAN

---

Grandview Children's Centre recognizes its responsibility to communicate on a regular, ongoing basis with internal and external stakeholders, about the organization's role and services.

Effective communication must support the strategic direction of the organization in order for Grandview to make progress towards realizing its vision, mission and broad strategic goals.

Although different communication strategies are used to target different groups, key messages are clear and consistent, and both internal and external communications are open and two-way.



GRANDVIEW  
CHILDREN'S  
CENTRE

# BOARD OF TRUSTEES GOVERNANCE MANUAL

## PROCEDURE

**APPROVED BY:** Jackie Long  
Governance Excellence Committee

**NUMBER:** G7-41

**DATE:** 08 Jan 04; r05 Apr 07; R04 Feb 10

**PAGE:** 1 of 9

**CATEGORY:** RELATIONSHIPS

### CORPORATE COMMUNICATION PLAN

The Communications Plan has been developed in relation to the broad strategic goals:

*To provide a comprehensive range of timely services; defining and expanding the scope of services, consistent with the vision:*

Objectives	Target Audience	Communication Tools	Frequency	Person Responsible
To improve the quality of current programs and services, as well as to identify areas for improvement/gaps	Staff	Individual meetings for each staff member with their manager.	Monthly	Managers
		Department, discipline, management and general staff meetings.	At least quarterly	Managers
		Surveys of staff including "Question of the Month".	Monthly	Executive Director
		Access to ED directly through phone and email.	At all times	Executive Director
		Suggestion Box.	At all times	Executive Director
		Intranet Suggestion Box.	At all times	Executive Director

Objectives	Target Audience	Communication Tools	Frequency	Person Responsible
		Meetings with Principal, Campbell Children’s School.	At least 8 times per year	Executive Director
		Quality Management Reports.	Annually for each program	Managers. Priorities and Performance Committee
	Families	<p>Family Satisfaction Surveys.</p> <p>Program/service evaluation forms.</p> <p>Electronic round-table comprised of email addresses of family members willing to provide advice/feedback.</p> <p>“Contact us” through website.</p> <p>Confidential email capability for families (ACCESS).</p> <p>Face-to-face meetings with Family Facilitator.</p> <p>Suggestion Boxes at all 3 main sites.</p>	<p>Every 2-3 years</p> <p>At end of program/ service</p> <p>Being established- will be used as needed</p> <p>Encouraged through a variety of mechanisms</p> <p>Available at all times</p>	<p>Director of Clinical Services</p> <p>Director of Clinical Services</p> <p>Executive Director</p> <p>Executive Director</p> <p>Clinical Staff</p> <p>Family Facilitator with assistance from Clinical Staff</p> <p>Executive Director</p>

Objectives	Target Audience	Communication Tools	Frequency	Person Responsible
	Community agencies.	Strategic Planning Alliance for Durham Region Children and Youth with Special Needs - and its Leadership Council	Alliance meets about 3 times a year Leadership Council meets about 6 times a year	Executive Director  Executive Director

*To be a “centre of excellence” for best practice/evidence-based services, ethical research and education/training, in a safe environment.*

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
To build positive awareness of Grandview’s strengths and accomplishments	Community	Website	Updated regularly	Executive Director
		Grandviews Newsletter	3 times per year	Executive Director
		Annual Report	Annual	Chair and Executive Director
	Families	E-blasts	As needed, to alert families to new articles on website (link embedded)	Executive Director
	Staff	Executive Director’s View	10 times per year	Executive Director
		General Staff Meetings	4 times per year	Executive Director
	Volunteers	Executive Director’s View	10 times per year	Executive Director
		Volunteer Appreciation Events	At least once annually	Manager of Volunteers and Recreation Services

## CORPORATE COMMUNICATION PLAN

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
		Bulletin Boards Website	At all times Updated regularly	Executive Director
	Colleagues at other CTCs and staff	Presentation at a conference on an informed practice	Annually	Director of Clinical Services
To maintain positive labour- management relations	Management and staff	Labour- Management Committee meetings.	Quarterly	Executive Director
		Direct access to ED as required.	Ad hoc	Executive Director
To retain a positive public image in the event of a negative occurrence	Community	In addition to reporting requirements of the Ministry, and as appropriate: Media Release Press Conference Website Article	As required	Executive Director (in consultation with the Board Chair/Board as appropriate)
	Families	Letters Emails Notices	As required	Executive Director
	Staff	Intranet announcement.  Emails	As required	Executive Director
To promote safe practices.	Staff, families and volunteers.	Standing "Safety Corner" in Grandviews Newsletter	3 times per year	Executive Director
		Client/Family role in safety posted on website	At all times	Executive Director

*To be a leader in the integration of services through partnerships and collaboration.*

<b>Objectives</b>	<b>Target Audience</b>	<b>Communication Tool</b>	<b>Frequency</b>	<b>Person Responsible</b>
<p>To seize opportunities to foster collaboration and to strengthen existing partnerships.</p>	<p>Community Agencies</p>	<p>Meetings of the Strategic Planning Alliance Durham Region Children and Youth and of its Leadership Council.</p>	<p>About 3 times per year</p>	<p>Executive Director</p>
		<p>Meetings of Best Start Network.</p>	<p>About 6 times per year</p>	<p>Director of Clinical Services</p>
		<p>Meetings of Early Learning and Care (Durham District School Board).</p>	<p>Quarterly</p>	<p>Director of Clinical Services</p>
		<p>Meetings with Municipalities re partnerships in recreation programs.</p>	<p>Quarterly</p>	<p>Manager of Recreation and Volunteer Services/ Executive Director.</p>
		<p>Meetings with Community Physicians (medical rounds).</p>	<p>At least 6 times per year.</p>	<p>Medical Director</p>
		<p>Meetings with a variety of agencies, including consultation for strategic planning.</p>	<p>At least 2 times per year</p>	<p>Executive Director</p>

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
		Participation in meetings of Advisory Committees, such as Durham College CDA and CAS Eliminating Barriers.	Ad hoc  As scheduled	Executive Director

*To have state-of-the-art facilities and technologies, which align with the vision and broad strategic goals.*

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
To obtain support for submitted proposal for new facilities	MPPs	Meetings Email updates Presentations	At least 6 times per year	Executive Director
To develop a communications plan for new facility which appropriately encompasses current technology	Families, staff and visitors	Development and implementation of communications plan	For 2012 opening	Executive Director

*To relentlessly pursue and effectively manage the resources, including the best people and the necessary revenue to achieve goals.*

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
To advocate for increased funding to meet unmet need	MPPs.	Regular face-to-face meetings. Correspondence/ emails	At least 3 times per year At least 3 times per year	Executive Director
	Regional Office, MCYS	Regular meetings with Program Supervisor.	At least 4 times per year	Executive Director

**CORPORATE COMMUNICATION PLAN**

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
		Attendance at Board Meeting by Regional Director and Program Supervisor	Annually	Chair
		Attendance at OACRS meetings	At least 8 times per year	Board OACRS Representative Executive Director
To successfully recruit and retain staff.	Potential and current staff.	Job Fairs	At least one annually	Human Resources Manager
		Staff surveys	As required	Executive Director
		Personal notes of appreciation from Executive Director	As indicated	Managers
		Staff membership on Centre Committees to encourage input	As indicated	All Managers and staff
		Intranet (sharing of information)		All Managers
		Emails to "all staff"		All Managers
To recruit and retain volunteers.	Volunteers.	Personal communication with volunteers and potential volunteers	As indicated	Manager of Volunteers and Recreation Services

*To be well recognized and respected by external and internal stakeholders.*

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible.
To effectively communicate positive outcomes/events	External and Internal Stakeholders.	Website. Intranet OACRS website Articles submitted to local media Press Conferences Presentations at Foundation fundraising/public relations events	As required	Executive Director
To develop and maintain consistent branding	External and internal stakeholders.	Intranet site: policies, reminders, examples. Website	As required	Executive Director and Communication and Media Coordinator

*To be family-centred and family-empowering.*

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
To listen to families (to get their ideas and input) and to provide information to families.	Families	Electronic round-table being established	As required	Executive Director
		Evaluation of programs and services	At the end of program/service	Executive Director
		Family Satisfaction Surveys	Every 2-3 years	Director of Clinical Services
		Program and service evaluation forms	At end of program or service	Director of Clinical Services

Objectives	Target Audience	Communication Tool	Frequency	Person Responsible
		<p>Electronic round-table comprised of email addresses of family members willing to provide advice and feedback</p> <p>“Contact us” through website</p> <p>Confidential email capability for families (ACCESS)</p> <p>Face-to-face meetings with Family Facilitator</p> <p>Suggestion Boxes at all 3 main sites</p>	<p>Being established: will be used as needed</p> <p>Available at all times</p> <p>Available at all times</p> <p>Encouraged through a variety of mechanisms</p> <p>Available at all times</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Clinical Staff</p> <p>Family Facilitator with assistance from Clinical Staff</p> <p>Executive Director</p>
		<p>Bulletin Boards at all 3 main sites: information on Available at all times. Grandview and community services/events</p> <p>Brochures: on Grandview and specific programs and services</p>	<p>Available at all times</p> <p>Available at all times</p>	<p>Executive Director</p> <p>Executive Director</p>



# BOARD OF TRUSTEES GOVERNANCE MANUAL

---

## POLICY

**APPROVED BY:** George Ryan **NUMBER:** G9-20  
Board of Trustees

**DATE:** 03 Feb 94, R05 Jun 97, R07 May 98, R03 May 01 **PAGE:** 1 of 1  
r07 Apr 05, R07 Jan 10

**CATEGORY:** EXECUTIVE DIRECTOR

---

### PERFORMANCE REVIEW OF EXECUTIVE DIRECTOR

---

The Executive Committee, on behalf of the Board, is responsible for conducting the performance appraisal of the Executive Director, in order to:

- a) evaluate his/her efforts to fulfil the performance requirements of the position;
- b) meet legal and administrative requirements; and
- c) promote communication and development.

The appraisal will be focused on actual performance, related to the job description, achievement of annual objectives (personal and corporate) based on input from a range of sources, and utilize a fair, consistent, and objective process.

The scope and direction of the appraisal will be determined annually by the Executive Committee.

The appraisal will be undertaken prior to the expiration of any probationary period, and a complete and detailed appraisal will be undertaken at least every three years, involving consultation and input from all interested parties. This may be done more frequently as determined by the Board.

The Executive Committee will identify a group of Board members who, with the Chair as lead person, will conduct the appraisal interview. This group will undertake such consultations that they consider necessary.

The Board will receive a report from the Chair confirming that the Appraisal was done outlining results, and will communicate the performance objectives which were developed as a result of the process. A copy of the report will be maintained in the Executive Director's personnel file.