



*Saskatoon  
Community  
Clinic*

Community Health Services (Saskatoon) Association Ltd.

455 Second Avenue North, Saskatoon, Saskatchewan S7K 2C2 Phone 306-652-0300 Fax 306-664-4120

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## **Community Health Services (Saskatoon) Association Board of Directors**

### **Candidate's Package**

### **2023 Annual General Meeting**



**Community Health Services (Saskatoon) Association Ltd.**

455 Second Avenue North, Saskatoon, Saskatchewan S7K 2C2 Phone 306-652-0300 Fax 306-664-4120

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May 1, 2023

Thank you for your interest in standing for election to the Community Health Services (Saskatoon) Association (CHSA) Board of Directors. The Nominations Committee asks that you review this package and, if interested, complete the included forms.

There will be an election for three CHSA board members at the 2023 Annual General Meeting to be held virtually on **Wednesday, June 14**. Directors are elected to serve a three-year term.

You must be a member of the CHSA to be eligible to run for the Board of Directors. If you are not a member, you must apply by **4 p.m. on Friday, May 26** in order to be eligible to stand for election. If you are not a member, please contact Board Secretary Hazel Javier at (306) 664-4240 or [hjavier@communityclinic.ca](mailto:hjavier@communityclinic.ca) who will facilitate the processing and approval of your membership.

The Nominations Committee asks candidates to inform us of their intentions by **May 31** so we can share your candidacy in the meeting package we send out to AGM registrants in advance of the meeting. Early applications are appreciated for this reason, but we can receive nominations up until the time of the election.

The information you provide in your application will be used and disclosed for CHSA election and post-election purposes. It will be made publicly available as required for these purposes. By completing the attached forms and filing your nomination and all required documents, you consent to the use of your provided information by the CHSA for, including but not limited to, distribution to members, employees and other members of the public as well as publication in newsletters, website, reports, meeting materials and other documents. All sections of the forms need to be completed for the nomination to be processed.

If you are elected to the Board of Directors, you will be required to provide a Criminal Record Check. The attached Policy GP-23 provides more information regarding this requirement.

CHSA directors play an essential role in our co-operative. They are the link to our membership and community of users. By putting your name forward, you help us fulfill our co-operative mandate of serving our members, others who use our services and those who live in our community gain health and well-being through a co-operative partnership of consumers and providers of health services.

Please feel free to contact me if you have any questions at (306) 664-4243. You can also discuss your nomination with Hazel Javier, Board Secretary. If you would like to speak to a member of the board, we will forward your contact information to a member of the Nominations Committee.

Sincerely,

Danielle Chartier  
Member and Public Relations Director

## **SUMMARY OF TIME COMMITMENT AND RESPONSIBILITIES**

### **All Board Directors are required to:**

- Participate in Board meetings. Meetings are held on the fourth Monday of the month (except July and December) commencing at 5:30 p.m., normally concluding by 9:00 p.m. The Board confirms its schedule yearly at which time other adjustments in the schedule may be made.
- Attend an annual retreat.
- Participate in at least one Board committee.
- Participate in CHSA members' meeting held in January and June.
- Contribute to Board decisions including: reading Board materials; attending and preparing for meetings; speaking out at meetings; and providing leadership and direction.
- Act in accordance with Board policies, bylaws and governing legislation.

### **Additional Requirement for New Board Members:**

- New Board members are required to participate in new Board member orientation which normally includes a three-hour governance overview and a one-day service and program overview.



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## STRATEGIC PLAN 2020-2025

Community Health Services (Saskatoon) Association Ltd.

Approved by CHSA Board, May 25, 2020

### Vision

Healthy people in a healthy community.

### Mission

Excellence and innovation in co-operative primary health care.

### Values

*Collaboration* – Our community's health needs are best met by active collaboration between people, health care providers and partnering organizations.

*Accountability* – As a publicly-funded organization we are accountable for the effective use of resources and we are committed to sustaining a strong co-operative for the future.

*Engagement* – People are engaged in decisions about our services and empowered to support their own health.

*Equity* – A healthy, just, and vibrant community is created when everyone's health and social needs are met.

*People Centred* – We are respectful of, and responsive to individuals and communities.

### Strategic Directions

*Team Delivered* – Working collaboratively in interdisciplinary teams within a supportive workplace, our broad range of skilled professionals are fully engaged in serving people's needs.

*Value Focused* – Working and growing to our full potential, we are leaders in sustainable co-operative primary health care.

*Community Driven* – A healthy community is created where health and social needs are met and individuals are supported and empowered to participate in their own health management.

*Quality Care* – We provide an excellent care experience, timely access and strive for continuous improvement.

# Goals

<p>Quality Care</p>	<ul style="list-style-type: none"> <li>• We will improve timely access to service for existing and new patients.</li> <li>• We will develop program planning and evaluation frameworks that support organizational goals.</li> <li>• We will provide safe, quality care that encompasses the client's physical, mental and cultural goals.</li> <li>• We will continuously seek to improve the quality of care we provide and the patient experience.</li> <li>• We will promote wellness and strengthen the prevention and management of chronic diseases.</li> </ul>
<p>Team Delivered</p>	<p>We understand the definition of team as both the interdisciplinary team with the organization but also the interagency groups we are a part of and work with.</p> <ul style="list-style-type: none"> <li>• We will be the employer of choice and will provide a work environment valued by staff, volunteers, and students.             <ul style="list-style-type: none"> <li>○ This will be achieved through creating a learning environment for staff, board, students and volunteers.</li> <li>○ We will increase leadership capacity and structures at all levels of the organization.</li> <li>○ We will improve interdisciplinary and multidisciplinary teamwork and the cross functionality of teams.</li> </ul> </li> <li>• We will focus on community partnerships to meet community needs             <ul style="list-style-type: none"> <li>○ We will work to achieve clear, transparent, and equitable relationships with our community partners.</li> </ul> </li> </ul>
<p>Value Focused</p>	<ul style="list-style-type: none"> <li>• We will strengthen and revitalize our co-operative by increasing our membership             <ul style="list-style-type: none"> <li>○ This will be achieved by clearly articulating our unique value proposition for members, patients and community.</li> <li>○ Our membership will be actively engaged in the co-operative through multiple channels.</li> </ul> </li> <li>• We will be financially secure and have the resources we need to enable program and capital developments.             <ul style="list-style-type: none"> <li>○ This will, in part, be achieved through the growth in the pharmacy.</li> <li>○ We will ensure that partnerships that have a financial contribution are fair and equitable to all parties involved (e.g., One Roof).</li> </ul> </li> </ul>
<p>Community Driven</p>	<ul style="list-style-type: none"> <li>• We will offer comprehensive primary health services focused on community needs with an emphasis on vulnerable populations.             <ul style="list-style-type: none"> <li>○ This will be achieved through our continued commitment to the implementation of the Recommendations of the Truth and Reconciliation Commission and using a harm reduction, trauma informed approach to care.</li> <li>○ We will continue to work with community and various stakeholder groups.</li> </ul> </li> <li>• Recognizing that healthy public policy and adequate funding is critical to supporting the health and well-being of people in our community, we will undertake advocacy and government relations strategies to:             <ul style="list-style-type: none"> <li>○ Increase support for and strengthen co-operative primary health care services and programs;</li> <li>○ Preserve and enhance publicly funded health care; and</li> </ul> </li> </ul>



**BOARD OF DIRECTORS POLICIES**  
**Community Health Services (Saskatoon) Association Ltd.**

**Policy Name:** Global Governance Process  
**Policy Type:** Governance Process

**Policy Number:** GP-1  
**Date Approved:** November 23, 2015  
**Date Last Revised:**  
**Date Last Reviewed:** September 23, 2017

- 1.1 The purpose of the Board is, on behalf of the members and in the best interests of the community, through the development of policy, to determine Ends for the Community Health Services (Saskatoon) Association, assure their achievement, and ensure that unacceptable actions and situations are avoided.

**Policy Name:** Governing Style  
**Policy Type:** Governance Process

**Policy Number:** GP-2  
**Date Approved:** November 23, 2015  
**Date Last Revised:** March 21, 2016  
**Date Last Reviewed:** September 23, 2017

- 2.1 The Board will govern with an emphasis on:
- 2.1.1 Outward vision rather than an internal preoccupation;
  - 2.1.2 Commitment to obtaining community input;
  - 2.1.3 Encouragement of diversity in viewpoints;
  - 2.1.4 Strategic leadership more than administrative detail;
  - 2.1.5 Clear distinction of Board and staff roles;
  - 2.1.6 Collective rather than individual decisions;
  - 2.1.7 Future rather than past or present;
  - 2.1.8 Pro-activity rather than reactivity.
- 2.2 More specifically, the Board will:
- 2.2.1 Cultivate a sense of group responsibility. The Board will be responsible for excellence in governing (to the best of their abilities). The Board will be the initiator and evaluator of policy. The Board will use the expertise of individual members to enhance its ability to make policy, rather than to substitute their individual judgments for the group's values.
  - 2.2.2 Direct the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts of the organization's Ends.
  - 2.2.3 Enforce the standards needed to govern. Standards will apply to matters such as attendance, preparation for meetings, policymaking principles, respect for roles, and ensuring the continuity of governance capacity.
  - 2.2.4 Include ongoing orientation and education of new members in the Board's governance process and the roles and responsibilities of Board members.
  - 2.2.5 Evaluate itself at each meeting.
- 2.3 The Board supports the International Co-operative Alliance (ICA) Statement on the Co-operative Identity, Values and Principles.

**Policy Name:** Criteria for Board Members  
**Policy Type:** Governance Process

**Policy Number:** GP-7  
**Date Approved:** March 21, 2016  
**Date Last Revised:**  
**Date Last Reviewed:** September 23, 2017

- 7.1 Desirable attributes of Board members can have a positive impact on Board composition. Board members must meet the criteria set by *The Co-operatives Act, 1996* section 75 (1).
- 7.2 Qualifications of Directors as per *The Co-operatives Act, 1996* are:  
75 (1) A person is not eligible to be a director where the person:

- (a) is less than 18 years of age;
  - (b) has been found by a court in Saskatchewan or elsewhere to lack capacity;
  - (c) is not an individual;
  - (d) is not a member of the co-operative or a duly appointed representative of a member that is a partnership, association, firm, body corporate or public body;
  - (e) has the status of bankrupt; or
  - (f) is a member of a prescribed class of persons.
- (2) A co-operative may provide in its bylaws for qualifications of directors that are in addition to those set out in subsection (1).

7.3 Written nominations for Directors received in advance of the Annual General Meeting must bear the signatures of two members in good standing. Nominations moved and seconded by members in good standing will also be accepted from the floor of the meeting.

7.4 Board Members shall:

- 7.4.1 Be committed to the Community Health Services (Saskatoon) Association;
- 7.4.2 Be able to comply with CHSA's Vision, Mission and Values;
- 7.4.3 Be able and willing to actively participate in deliberations and to abide by the intent of the approved governance model and the established policies;
- 7.4.4 Be able to think in terms of systems and strategies, and be able to understand CHSA's vision and context;
- 7.4.5 Be prepared to make decisions in the best interest of the entire organization;
- 7.4.6 Be willing to delegate and allow management to make operational decisions;
- 7.4.7 Be able to tolerate dealing with issues that cannot be settled quickly;
- 7.4.8 Be prepared to support the board's final decision even though they may disagree;

7.5 Diversity among Board members is encouraged.

**Policy Name:** Nomination and Election of Directors  
**Policy Type:** Governance Process

**Policy Number:** GP-22  
**Date Approved:** May 27, 2019

6.22.1 Nomination and Elections of Directors

- 6.22.1 Directors are elected at the Association's Annual General Meeting.
- 6.22.2 Any vacancies that occur mid-term on the Board will be filled at the Semi-Annual Meeting.

6.22.2 Eligibility Requirements

- 6.22.2.1 Any member of the Association is eligible to run for the Board of Directors and to cast one ballot for election to the Board.
- 6.22.2.2 A member of the Association will be considered to be anyone who has applied for membership and whose application has been approved by the Board of Directors.

6.22.3 Call for Nominations

- 6.22.3.1 The Nominating Committee shall ensure that members are aware of the election by:
- 6.22.3.2 Placing a notice in the Association's newsletter as per the bylaws and relevant legislation.
- 6.22.3.3 Providing information on the Association's website.
- 6.22.3.4 Placing public notices in the Clinic.
- 6.22.3.5 Any other methods deemed appropriate by the Nominating Committee subject to the approval of the Board where there is the expenditure of funds.

6.22.4 Deadline for Nominations

- 6.22.4.1 Nominations for Directors may be received in writing by the Nominating Committee at any time prior to the election.
- 6.22.4.2 Written nominations must bear the signature of two members in good standing of the Association.

#### 6.22.5 At the Meeting

- 6.22.5.1 The Nominating Committee will call for nominations from the floor of the meeting prior to the closing of nominations.
- 6.22.5.2 Any nomination from the floor must be moved and seconded by members in good standing of the Association.
- 6.22.5.3 Following the close of nominations, all candidates will be asked by the Chair if they are prepared to allow their name to stand.
- 6.22.5.4 All candidates, including any nominees from the floor, will be given a maximum of two minutes to address the members at the meeting.

#### 6.22.6 Information for Candidates

- 6.22.6.1 All members who express the intention of allowing their name to stand for election to the Board of Directors shall be given a copy of this policy.
- 6.22.6.2 Any member may receive a copy of this policy on request.
- 6.22.6.3 Candidates will also receive an information package outlining the expectations of Board members, responsibilities and background information regarding the Association and its operation.
- 6.22.6.4 Upon request, candidates shall be given the opportunity to communicate with a Board member regarding their CHSA duties.
- 6.22.6.5 The Member Relations Director, or designate, will provide potential candidates with information related to the number of members who have expressed an intention allowing their name to stand as a candidate for the Board, as well as the total number of vacancies to be filled.
- 6.22.6.6 Requests should be during regular business hours.

#### 6.22.7 Information to be Provided by Candidates

- 6.22.7.1 Candidates will be required to sign a form declaring their eligibility to sit as a Director of the Board as set out in The Co-operatives Act, 1996 and any other applicable legislation.
- 6.22.7.2 Any candidate may submit to the Nominating Committee a one-page summary of biographical information and his or her reasons for seeking election to the Board.
- 6.22.7.3 Any material received 7 days prior to the meeting will be printed at the expense of the Association.
- 6.22.7.4 After the deadline, anyone wishing to submit candidate information will be responsible for supplying the copies for the meeting.
- 6.22.7.5 The Nominating Committee will ensure all candidate information summaries are distributed to members in attendance at the meeting.

#### 6.22.8 Ballots and Voting

- 6.22.8.1 The Nominating Committee will approve the format of the ballot.
- 6.22.8.2 One ballot will be given to each member registered at the meeting.
- 6.22.8.3 The Nominating Committee will submit to the general meeting a list of people to serve on a Balloting Committee to collect and count the ballots.
- 6.22.8.4 A simple majority vote is required to approve this Committee.
- 6.22.8.5 If the vote fails and the proposed Balloting Committee is rejected, the Chair (or person heading election) will call for nominations from the floor to serve on the Balloting Committee, ensuring that the meeting has confidence in the committee.
- 6.22.8.6 Each directorial candidate will be allowed to appoint a scrutineer to supervise the counting of the ballots.
- 6.22.8.7 Members are allowed to vote for any number of candidates up to the total number of vacancies available.
- 6.22.8.8 After informing the meeting of the results of the vote, the Nominating Committee will seek the permission of the meeting to destroy the ballots.

Reference: Policy GP-6.1 Nominations Committee Terms of Reference

**Policy Name:** Criminal Record Check for Board Members  
**Policy Type:** Governance Process

**Policy Number:** GP-23  
**Date Approved:** May 25, 2020



- 23.1 All Board members are required to obtain a Criminal Record Check. This will include all appointees to the Board, as well as all candidates elected at Members meetings.
- 23.2 Existing Board members who have not submitted a Criminal Record Check within the past three years (or since before the beginning of their first term on the CHSA Board), will be required to obtain a Criminal Record Check within 60 days of this board policy coming into effect.
- 23.3 If the member has a criminal record, the Board or persons assigned by the Board, will evaluate the risk the member presents to the Association using the criteria of risk established in the Association's Volunteer Policy HR-10 Volunteer Policy:
- Risk to the people being served or otherwise involved in the activity including consideration of the vulnerability of those being served or involved;
  - Risk to property, for example, buildings, equipment, intellectual property;
  - Risk to income, for example, donations, government funding or grants;
  - Risk to organizational reputation, for example, credibility and public trust;
  - Legal liability, for example, for criminal acts, negligence, statutory obligations;
  - Risks to the volunteer due to the requirements of the position, including physical and emotional demands and the physical environment.
- 23.4 In evaluating risk consideration should be given to:
- identifying foreseeable risks; the likelihood of occurrence;
  - the extent of the potential harm; the relative importance of the risk;
  - and how identified risks can be mitigated or eliminated.
- 23.5 If the criminal record of the Board member would put the Association at high-risk, the Board of Directors will:
- request the member to resign from the Board of Directors;
  - if the member is an appointed member and refuses to resign, the Board will remove the member from the Board; or
  - if the member is an elected member and refuses to take the action the Board requests, the Board would take the matter to the next members meeting asking the members to remove the director from office as per *section 80 (1) of the Co-operatives Act of Saskatchewan, 1996: Removal of directors 80 (1) Unless the bylaws provide for a lesser vote, the members of a co-operative may remove any director from office by a resolution approved by two-thirds of the votes cast at a general meeting.*
- 23.6 All elected, appointed and existing Board members are required to disclose any subsequent dealing with the criminal justice system including when they become aware that they are: under investigation for an alleged criminal offence; charged with or awaiting court disposition of a criminal offence; a respondent under The Victims of Domestic Violence Act; or a defendant under section 810 (peace bond) of the Criminal Code.

Reference: Procedure GPP-1 Obtaining Criminal Record Check for Board Members



Community Health Services (Saskatoon) Association Ltd.

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## Candidate's Nomination Form

First and Last Name: \_\_\_\_\_ Mailing address: \_\_\_\_\_

E-mail: \_\_\_\_\_ Phone number: \_\_\_\_\_

Are you a Member:  Yes or  No

Are you a patient of and/or caregiver of Community Clinic patient:  Yes or  No

Community Health Services (Saskatoon) Association Ltd. values diversity in its employee group and Board of Directors. The following questions are optional and will be used by the Board of Directors' Nominations Committee to help promote equitable representation on the Board.

Do you identify as a person in one of the following groups (optional):  Indigenous  
 Visible Minority  
 Person with a Disability

Provide a candidate statement (max 500-word). Include biographical information and reasons for seeking election.

Please include names and contact information for two nominators who are members of the Community Health Services (Saskatoon) Association Ltd.

Nominator 1:

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_

Nominator 2:

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_



Community Health Services (Saskatoon) Association Ltd.

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## Candidate's Declaration Form

### Qualifications of Directors (Co-operatives Act 1996)

A person is not eligible to be a director where the person:

- a) is less than eighteen (18) years of age;
- b) is of unsound mind and has been so found by a court in Saskatchewan or elsewhere;
- c) has the status of bankrupt;
- d) is the auditor or a trustee of the Co-operative;
- e) is not, or ceases to be, a Member.

I, \_\_\_\_\_ declare that I am qualified to stand for election to the Board of Directors of Community Health Services (Saskatoon) Association Ltd. as per the qualifications listed above.

I also understand and agree that elected or appointed board members will be required to provide a Criminal Record Check.

I also understand and agree that the Personal Information provided in this application will be used and disclosed for the purposes of Community Health Services (Saskatoon) Association election and post-election purposes. It will be made publicly available as required for these purposes. By completing the attached forms and filing my nomination and all required documents, I consent to the use of my provided information by the Community Health Services (Saskatoon) Association Ltd. including but not limited to distribution to members, employees and other members of the public and publication in newsletters, website, reports, meeting materials and other documents.

\_\_\_\_\_  
**Signature of Candidate**

\_\_\_\_\_  
**Signature of Witness**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Witness Name**



## 2023-2024 Board Composition Skills Inventory – Identifying Gaps

Name of Board member or Board candidate: \_\_\_\_\_

CRITERIA	Strong	Adequate	Limited
<b>Competency / Experience</b>			
Accounting/Financial Management			
Adult Education			
Advocacy			
Business Knowledge			
Chaired a board or committee of an organization			
Commercial Construction			
Communications			
Community Development			
Co-operative Experience			
Facilitation			
Financial Management			
Fundraising			
Board Governance			
Health and/or Social Care			
Human Resources			
Legal			
Member and Public Relations			
Policy Development			
Real Estate			
Seniors			
Strategic Planning			
Truth and Reconciliation			
Other – specify:			
Other – specify:			
<b>Board Experience</b>			
Co-operative			
Non-profit			
Public			



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## **Community Health Services (Saskatoon) Association Ltd. 2023 Prospective Board Candidate Timeline**

### **May 26 at 4 p.m. – Deadline for membership application**

- Application deadline for eligibility to run for CHSA (Saskatoon) 2023/2024 board or to vote in election at AGM

### **May 31 at 4 p.m. – Deadline for candidate's nomination and declaration forms**

- Submission deadline of all sections of the candidate's nomination and declaration forms to ensure inclusion of candidacy information in AGM mailout to members. Submit to:

Address: Nominating Committee  
c/o Hazel Javier, Board Secretary  
Saskatoon Community Clinic  
455 2nd Avenue North  
Saskatoon, SK S7K 2C2

E-mail: [hjavier@communityclinic.ca](mailto:hjavier@communityclinic.ca)

### **June 14 at 6:30 p.m. – Annual General Meeting**

- Note: Candidates are asked to speak to their nomination for up to two minutes at the meeting.

Thank you for your interest!

Please contact the Member and Public Relations Director or the Board Secretary if you have any questions or require additional information.