



LAMBTON ELDERLY OUTREACH POLICIES & PROCEDURES

Governance

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Mission and Philosophy

Manual: Governance	Document Owner:	Reference Number: GOV 01.01
Effective Date: Aug 2007	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

Vision: To provide excellent support services to the community we serve.

Mission: Our support services enable clients to live with dignity and independence.

Values: Respect, Accountability, Leadership, Continuous Improvement, Integrity, Collaboration, Empowerment, Equity, Advocacy

POLICY

Lambton Elderly Outreach will continue to adhere to the following values:

- Safety and the well-being of our clients, employees and volunteers
- Knowledge by education, training and the sharing of ideas
- Cooperative teamwork recognizing the client as a contributing/respected member of our team
- Collaboration among community service providers
- Respect for independence and the need to be interdependent
- Partnerships in the provision of service in our community
- Appreciation for individual holistic life experiences
- Social justice
- Individual and collective responsibility
- Access to appropriate and adequate resources / supports
- Self – determination
- Community integration
- Integrity
- Excellence
- Accountability
- Creativity



ENDS Statement

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 01.02
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PURPOSE

- To provide flexible, accessible, person-centred services and supports for older adults and individuals with a disability and to promote the well-being of the population in Lambton County
- To advocate for change that will enable older adults and individuals with disabilities to achieve the highest quality of life possible, and to advocate for broader public policies to promote optimal health
- To build community awareness of health issues and the impact of health concerns on all individuals
- To identify and strive to eliminate gaps and duplication of services
- To cultivate partnerships with consumers, families and other service providers locally, regionally, provincially and nationally that will enable us to achieve our ENDS
- To strengthen the profile of Lambton Elderly Outreach as a key recipient of charitable donations
- To provide leadership locally and provincially to build the service capacity of the health system
- To ensure the Governance Policy process supports quality, accountability and strategic planning
- To strengthen the profile of LEO throughout Lambton County

POLICY

Routine Chief Executive Officer Reports shall refer to the ENDS as applicable. The ENDS statements shall serve as a reference point when reviewing and establishing strategic directions.



Board Job Description

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.01
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POLICY

The contributions of the Board shall be:

- The link between Lambton Elderly Outreach and the community it serves
- Written governance policies which, at the broadest levels, address:
 - Ends: Organizational products, impacts, benefits, outcomes (what good for which needs at what cost)
 - Executive Limitations: Constraints on executive authority, which establish the boundaries of prudence and ethics within which lies the acceptable arena of executive activity, decisions and organizational circumstances
 - Governance Process: Specification of how the Board conceives, carries out and monitors its own tasks
 - Board-Staff Relationship: How power is delegated, and its proper use monitored
 - The assurance of Chief Executive Officer’s performance and compliance with the Governance Policies
 - The assurance of Board performance and compliance with the Governance Policies
 - The assurance of the financial viability of Lambton Elderly Outreach by strengthening the position of Lambton Elderly Outreach as a key source of revenue development
 - The assurance of a full Board complement, as per Lambton Elderly Outreach By-laws, to carry out the leadership and monitoring functions of the Board
 - The assurance of Directors who are visionary and strategic in their thinking
 - That each Director is required to be a member in good standing of Lambton Elderly Outreach and the community we serve

PROCEDURE

1. Board contribution shall be compliant with Governance Policies and By-laws.
2. The online Board Self Evaluation tool will be utilized annually.
3. There shall be:
 - Input receiving annually from community stakeholders
 - A full Board complement with the mix being consistent with the charter
 - An annual review of Board composition and skill mix
 - Financial stewardship of all the Directors
 - Support for Lambton Elderly Outreach and its initiatives
 - Constructive relationships with all funding sources
 - An annual Fiduciary Report (Appendix N) to be given by the Chief Executive Officer



Governance Process

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.02
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PURPOSE

The Board shall approach its task with a style which emphasizes outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, future rather than past or present, and proactivity rather than reactivity.

POLICY

In order for the Board to speak as a whole, it is imperative that all Directors attend every meeting of the Board.

In this spirit, the Board shall:

- Focus chiefly on intended long term impacts on the communities we serve (ends), not on the means of attaining those effects
- Direct, control and inspire Lambton Elderly Outreach through the careful establishment of the broadest organizational values and perspectives (policies)
- Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy-making principles, respect of clarified roles, speaking with one voice and self-policing of any tendency to stray from Governance Policies adopted by the Board
- Be accountable to the community for competent, conscientious and effective accomplishment of its obligations as a body
- Monitor and regularly discuss the Board’s own process and performance
- Assure the continuity of its governance capability by orientation, retraining and development of Directors
- Assure the continuity of its governance capability by interacting with the Ministry LHIN #1 and other organizations
- Maintain a mentor program according to Appendix A

Procedure

1. The By-laws will be reviewed annually, and the Governance Policies will be reviewed annually.
2. There shall be a review process and performance of the Board annually.
3. Board objectives relative to this Governance Policy will be set and evaluated annually.
4. There shall be yearly orientation and / or training provided to all Directors. Orientation will be provided to all new Board members in September each year.
5. There shall be attendance as per the By-laws.



Directors’ Code of Conduct

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.03
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PURPOSE

The Board shall fulfill ethical responsibility to the Board members of Lambton Elderly Outreach. Every Director shall exercise the powers and discharge the duties of the office honestly and in good faith and in the best interests of the organization.

POLICY

Directors shall represent loyalty to the interests of the corporation. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Director acting as an individual consumer of the organization’s services, and is reflected in positive attitude and interaction with each other, the Executive and the Organization.

PROCEDURE

1. The conduct of every Director must be seen to be above reproach.
2. The Board commits itself to ethical, businesslike and lawful conduct, including proper use of authority in the execution of its duties.
3. No Director:
 - Shall use any information acquired through and during the exercise of their responsibilities as a Director for personal benefit
 - During or after the Director’s term of office, shall disclose information obtained while a member of the Board
 - Shall make public judgments of the Chief Executive Officer or any staff member
 - Shall use their positions to obtain for themselves, family members or close associates, employment within the organization
4. Director’s interaction with the Chief Executive Officer or with staff must recognize the lack of authority vested in the individuals, except when explicitly Board authorized.
5. Directors’ interaction with the public, press or other entities must recognize the same limitation and inability of any Director to speak for the Board, except to repeat explicitly stated Board decisions.
6. All assessments of the Chief Executive Officer or staff’s performance are to be made in accordance to the explicit Board policies and through the official process.
7. Recognizing that continuity of attendance is important; the Board will consider reviewing a Director’s attendance if two consecutive meetings are missed.
8. Directors shall participate in Board work groups as required.
9. In the event of a breach of any of the above, the issue shall be referred to the Board for review and appropriate action.

10. Should a Director wish to be considered for employment in a management role within Lambton Elderly Outreach, they must have left the Board for a minimum of one year with exceptions available based on the agreement of the Board unanimously.
11. Directors who have been elected for political positions at the Federal, Provincial or City/county council level shall resign from the Board.
12. All Directors shall comply with the Governance Policy (Conflict of Interest) and the By-laws of Lambton Elderly Outreach.
13. Any potential conflict of interest is to be declared prior to discussion of item. The Board shall decide if there is a conflict of interest prior to any discussion of agenda items.



Conflict of Interest

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.04
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PURPOSE

The purpose of this statement of policy and procedure is to communicate Lambton Elderly Outreach’s (LEO’s) position on what matters could constitute a conflict of interest to the Board and to establish a protocol for disclosing and dealing with such conflicts of interest.

POLICY

No Director shall enter into any business, personal service or financial arrangement with the organization. The Director, who has an interest directly or indirectly, shall declare such interest to the Board and shall abstain from discussion and refrain from voting on the matter.

Every Director who, either directly or indirectly or through one of their Associates, has or thinks they may potentially have a conflict of interest with respect to a proposed or current contract, transaction, matter or decision of Lambton Elderly Outreach shall disclose the nature and extent of the interest at a meeting of the Board, prior to the discussion of that agenda item.

If the Director (or their Associate¹) becomes interested in a contract, transaction, matter or decision after the Board meeting at which it is first raised, the Director shall make a declaration at the next Board meeting, following the Director’s perception or apprehension of conflict.

After making such a declaration and the Board confirming the conflict of interest, the Director shall leave the meeting and return when the next item on the agenda is presented.

In the case of a nominee for a Directorship, the declaration shall be made at the time of application to the Board.

If a Director fails to comply with this Governance Policy (Conflict of Interest) or the By-laws of Lambton Elderly Outreach, this shall be considered grounds for forfeiture of their position on the Board.

Every declaration of conflict of interest shall be recorded in the minutes.

In the event that a Director believes that another Director is in a conflict of interest position, they shall bring this to the attention of the Board for review to determine if there is a conflict of interest.

PROCEDURE

1. Board application form shall include a question on any potential conflict of interest.
2. Board minutes reflect all conditions of conflict of interest.
3. All Directors are to sign a statement of understanding of any potential conflict of interest (Appendix C).
4. Directors shall comply with the By-laws (Conflict of Interest).

¹ Associate: spouse/partner, immediate family



Confidentiality

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.05
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PURPOSE

Directors have a duty of confidence not to disclose to another person or entity or use for their own purpose, confidential information concerning the business and affairs of Lambton Elderly Outreach.

POLICY

Prior to each Board meeting, all minutes and materials mailed to Directors shall be considered confidential and all such matters shall be considered confidential until discussed and approved by the full Board.

The Board shall hold in the strictest confidence and discuss in-camera, all matters such as labour relations, litigation, personnel matters, proposed or pending acquisition of property and any such matters determined from time to time by the Board.

The Chief Executive Officer or such person as the Board may delegate, shall act as spokesperson for Lambton Elderly Outreach. Every Director shall respect the confidentiality of matters before the Board. Directors should not disclose to or discuss with members of the public, policy or operating issues before the Board.

Directors shall not disclose any information acquired as a Director of Lambton Elderly Outreach unless the Board has agreed to make the information public.

PROCEDURE

1. All Directors shall sign a confidentiality agreement (Appendix D) reflecting this Governance Policy (Confidentiality) at the beginning of each three year term.
2. Identified lists of issues or items to be communicated will be determined by the Board at the end of each meeting.
3. The Chairperson of the Board shall report on compliance with confidentiality agreements.



Criminal Record Check

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.06
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PURPOSE

All prospective Board members shall be required to submit a Criminal Record Check prior to acceptance as a candidate for the Board. The Criminal Record Check is formally known as a Canadian Police Information Centre Check (CPIC). Individuals who refuse to comply with this request shall not be accepted as prospective Directors.

POLICY

All prospective Directors shall be required to obtain a Criminal Record check from their local Police station. If needed, the prospective Director will contact the Executive Assistant to obtain an introduction letter (Appendix E) from LEO stating that they require this for a volunteer position within the organization.

A signed consent for release of information shall be obtained from the perspective Director prior to a CPIC check.

Lambton Elderly Outreach will reimburse the prospective Director for any fees.

Records of background checks are considered confidential and will be kept in the Board of Director confidential files.

PROCEDURE

1. The Board Chairperson shall report to the Board any pertinent information regarding compliance with this Governance Policy (Criminal Records Check).



Chairperson’s Role

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.07
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PURPOSE

The role of the Board Chairperson is, primarily, to maintain the integrity of the Board’s process and occasionally to represent the Board to outside parties. The Chairperson is the Director authorized to speak for the Board, other than in rare and specifically authorized instances.

POLICY

The Chairperson facilitates the consistent action of the Board regarding its own rules and those legitimately imposed upon it from outside of the organization.

The Board Chairperson assures that:

- Meeting content will be only those issues which, according to Board policy, clearly belong to the Board to decide
- Deliberation will be timely, efficient, fair, orderly and thorough
- Robert’s Rules are observed except where the Board has superseded them

The authority of the Chairperson consists only in making decisions on behalf of the Board, which fall within and are consistent with Board policies on Governance Process and the Board-Chief Executive Officer relationship.

The Chairperson:

- Is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing)
- Has no authority to make decisions beyond the Executive Limitations Governance Policies created by the Board. Therefore, the Chairperson’s authority does not extend to supervising, interpreting Ends or Executive Limitations policies to, or otherwise directing the Chief Executive Officer
- May represent the Board to outside parties either in announcing Board-stated positions or in stating the Chairperson’s decisions and interpretations within the area delegated to them (Governance Process and Board – Chief Executive Officer Relationship policy areas)
- Shall be given authority on behalf of the Board for those formal documents that require Board authorization (signature)

All documents signed by the chairperson of the Board shall be reported to the full Board as soon as possible, but not later than the following Board meeting.

PROCEDURE

1. The Chairperson is to include in their report to the Board any documents signed as per this Governance Policy (Chairperson’s Role).
2. The Chairperson shall adhere to the By-laws that apply.



Committee Principles

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.08
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PURPOSE

The Board may establish work groups/committees to help carry out its responsibilities. To preserve Board holism, work groups/committees will be used to interfere minimally with the wholeness of the Board’s job and are not to interfere with the delegation from Board to Chief Executive Officer.

POLICY

Board work groups / committees:

- Shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated in order not to conflict with authority delegated to the Chief Executive Officer
- Are to help the Board to do its job, not to help the staff do its jobs. Work groups / committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberations. Board committees are not to be created by the Board to advise staff
- Shall not exercise authority over staff. In keeping with the Board’s broader focus, Board work groups / committees shall normally not have direct dealings with current staff operations. Because the Chief Executive Officer works for the full Board, they shall not be required to obtain approval of a Board work group / committee before an executive action

This policy applies only to work group / committees which are formed by Board action, whether or not the committees include non-Board members. It does not apply to work groups / committees formed under the authority of the Chief Executive Officer.

Since work groups / committees are established to assist the Board in doing its work, any such work group / committee shall only be chaired by Directors.

PROCEDURE

1. An annual review of the Board Governance Process shall be completed. This review shall include the purpose of committees formulated by the Board and/or attended by Directors to ensure compliance with this Governance Policy (Board Effectiveness Survey)



Role of Other Officers

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.09
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PURPOSE

Officers of the Board are in the service of the Board. As such they are bound by Board wishes and by limits of Board authority.

POLICY

In keeping with policies concerning the Governance Process, the role descriptions of the officers are as follows:

- Chairperson: the term “Chairperson” shall be construed to apply to the following succession of officers: the Vice-Chairperson, and the Secretary/Treasurer
- Vice Chairperson: the Vice Chairperson shall ensure the consistent operation of the mentoring process for Board members and shall also chair the nominating committee. The Vice Chairperson will assume the responsibility of the Chairperson in their absence
- Secretary / Treasurer: the Secretary/Treasurer shall be responsible for the integrity of Board documents. By affixing their signature to such documents, they shall attest formally to their legitimacy. The Secretary also shall be responsible to the Board for reporting to the Board on and noting any inconsistencies in Board procedural actions, i.e. Robert’s Rules. In the event that the Chairperson and Vice Chairperson are absent, the Secretary would become the acting Chairperson
- Past Chairperson: the Past Chairperson shall mentor the new Chairperson in their role as per Governance Model. This is a voting position with a one-year term

PROCEDURE

1. All Directors shall adhere to the Governance Policies and By-laws of Lambton Elderly Outreach that apply.



Funding Strategies

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.10
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POLICY

As part of the Board planning process, the Board shall promote funding strategies that will allow the organization to sustain and modify services and develop new programs within an ever-changing fiscal environment.

PROCEDURE

1. The Chief Executive Officer will ensure that the Quarterly Financial Reports are provided to the Board.



Chief Executive Officer Replacement

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.11
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

The Board recognizes that the Chief Executive Officer position is essential to the work and organization of the agency.

POLICY

In order to ensure a well-organized process is in place when replacing the Chief Executive Officer, the Board shall ensure that there is a procedure for replacing the Chief Executive Officer by utilizing the “Guide to Chief Executive Officer Replacement” (Appendix F).

PROCEDURE

1. The Guide to Chief Executive Officer Replacement (Appendix F) will be updated every three years.



Governance Committee Terms of Reference

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number: GOV 02.12
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PURPOSE

The purpose of the Governance Committee is to ensure that the Board fulfills its legal, ethical, and functional responsibilities through adequate governance policy development, recruitment strategies, training programs, monitoring of Board activities, and evaluation of Board members' performance.

POLICY

The Governance Committee will ensure that the Board of Directors is able to govern the organization effectively through:

- Creation of governance policies and procedures
- Recruiting and nominating suitable Board member
- Providing orientation and training programs for Board members
- Evaluating the performance of individual members and the Board as a whole

PROCEDURE

1. Governance Policy Development

- a. The Governance Committee will ensure that policies are created and periodically reviewed which define:
 - i. The roles and responsibilities of the Board
 - ii. Duties and responsibilities of Directors and Officers
 - iii. Conflict of interest procedures
 - iv. Procedures for nomination, selection, and removal of Directors

2. Recruitment and Selection

- a. The Governance Committee will ensure that:
 - i. The Board does not fall below the number of Directors required by the bylaws
 - ii. Directors appointed to the Board understand and agree with the mission of the organization and the code of ethics for Directors
 - iii. Directors appointed to the Board understand and agree to the time and participation requirements of Board members
 - iv. Directors appointed to the Board understand and agree to the financial requirements of Board members
 - v. Elections and appointments to the Board comply with bylaws and other legal requirements

3. Education

- a. The Governance Committee will ensure that Directors are able to discuss, debate, and plan the following from a basis of knowledge:
 - i. The organization's mission, goals, objectives, programs and services
 - ii. The organization's budget and financial statements
 - iii. The roles, duties and responsibilities of the Board, committees, individual Directors, and the Chief Executive Officer

4. Evaluation

- a. The Governance Committee will ensure that the Board, its committees, and its members are able to plan their activities with knowledge of the achievements, abilities, strengths, and limitations of current Directors, staff, and volunteers.

5. Accountability

- a. The Governance Committee is accountable to the Board of Directors for the following tasks:
 - i. Creation and annual review of a 3-5 year plan for Board development based on the strategic plan and the annual Board assessment
 - ii. Annual assessment of the Board's strengths and weaknesses
 - iii. Ongoing recruitment of members who can augment the strengths and build on the weaknesses
 - iv. Training, coaching, and mentoring for Directors to develop their own skills as Board members
 - v. Monitoring the attendance and contribution of Board members
 - vi. Drafting governance policies and budgets for Board development
 - vii. Keeping records of recruitment history: names suggested, who approached, what happened
 - viii. Producing and keeping current, documents needed for recruitment efforts.



General Executive Constraint

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 02.02
Effective Date: July 2006	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

POLICY

The Chief Executive Officer shall not cause or allow any practice, activity, decision or organizational circumstance, which is imprudent, illegal, in violation of commonly, accepted business practices, professional or organizational ethics or Board policies.

PROCEDURE

1. The Chief Executive Officer ensures compliance with the policies demonstrated by meeting monitoring, scheduling and reporting requirements.
2. There will be formal performance reviews as per the Governance Policy 04.03



Communication and Counsel to the Board

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.02
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

With respect to providing information and counsel to the Board, the Chief Executive Officer shall ensure that the Board is fully informed.

POLICY

Accordingly, they shall not:

- Let the Board be unaware of relevant trends and issues, anticipated adverse media coverage, material external and internal changes, including all personnel changes, particularly changes in the assumptions underlying established Board policy.
- Fail to submit the required monitoring data (see policy 04.03 Monitoring Chief Executive Officer’s Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
- Fail to marshal as many staff and external points of view, issues and options as needed for fully informed Board choices.
- Fail to provide a means for official Board, staff or committee communications.
- Fail to report actual or anticipated non-compliance with any policy of the Board.

PROCEDURE

1. The Chief Executive Officer shall keep the Board fully informed and submit a written report at each meeting providing information in accordance with this policy.
2. Report to be submitted to Board members at the Board meeting.



Financial Condition

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.03
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

With respect to the actual, ongoing conditions of the organization’s financial health, the Chief Executive Officer shall not cause or allow the development of fiscal jeopardy or allow actual allocations to deviate materially from Board priorities as stated in the ENDS Policies.

POLICY

Accordingly, they shall not:

- Expend more funds than have been received in the fiscal year to date.
- Indebt the organization,
- Use any funds beyond those specified in the policy on Asset Protection (03.05).
- Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
- Enter into contracts for programs or services that would cause the organization to experience a deficit in any fiscal year.

PROCEDURE

1. The Chief Executive Officer shall ensure compliance with the Governance Policy (Asset Protection 03.05).
2. The Chief Executive Officer shall provide Quarterly Financial Reports to the Board.
3. The Chief Executive Officer shall ensure there is an Annual Report.
4. There shall be an annual audit by a Board appointed auditor.



Budgeting

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.04
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

With respect to planning fiscal events (budgeting for all or any remaining part of a fiscal period), the Chief Executive Officer shall not jeopardize either the integrity of programs or the financial integrity of the organization.

POLICY

Accordingly, they shall not cause or allow budgeting which:

- Contains too little detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.
- Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
- Allows cash to drop below a safety reserve of less than two weeks expenditures at any time.
- Provides insufficient resources for Board prerogatives during the year such as the audit and Board development.
- Deviates materially from Board’s stated priorities in the Ends Policies in its allocations among competing budgetary needs.

PROCEDURE

1. The Chief Executive Officer shall forward to the Board on a quarterly basis an overall summary of agency financial statements, with notes on any troubled areas; the information to the Board will include the balance in the general and reserve accounts. It shall also include comments on any surplus at risk.
2. Annual Budget developed in accordance with the Ministry of Health – Long Term Care guidelines and this policy, to be submitted to the Board per the annual workplan subject to Ministry (distribution).



Asset Protection

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.05
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

The Chief Executive Officer shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

POLICY

Accordingly, they shall not:

- Fail to ensure against theft and casualty losses to at least 80 % replacement value and against liability losses to Board members, staff or the organization itself at the minimally acceptable prudent level
- Allow bondable employees (without appropriate disclosure), any person (employee, volunteer, Director, etc.) access to material amounts of funds
- Subject office and equipment to improper wear and tear or insufficient maintenance
- Unnecessarily expose the organization, its Board or staff to claims of liability
- Make any purchase or commit the organization to any single expenditure of greater than \$10,000 that is not already included in the annually approved budget
- Receive, process or disburse funds under controls insufficient to meet the Board appointed auditors' standards
- Invest or hold operating capital in financial institutions other than chartered banks, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions
- Acquire, encumber or dispose of real property

PURPOSE

1. The Chief Executive Officer shall provide:
 - a. Yearly report on insurance and real property / inventory.
 - b. A request for pre-authorization of any expenditure of more than \$10,000 from the general account that is not already included in the budget.
 - c. Annual Audited Report by Board approved auditors.



Staff Treatment

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.06
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

With respect to the treatment of paid and volunteer staff, the Chief Executive Officer shall not cause or allow behaviour or conditions, which are unprofessional, unfair or undignified or illegal.

POLICY

Accordingly, they shall not:

- Act in contravention of the Ontario Human Rights Code; Ontario Labour Relations Act; Employment Standards Act and Health and Safety regulations; etc.
- Withhold from staff a due-process grievance procedure, able to be used without bias
- Fail to ensure that staff have education and the experience required in the position for which they have been hired.
- Fail to acquaint staff members with their rights under this policy.
- Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.
- Fail to have personnel policy and procedures which are kept current and formally reviewed every 3 years.
- Fail to obtain a legal opinion before finalizing the revision of personnel policies when appropriate.
- Fail to provide leadership to the management team, with regard to the development and implementation of agency policies, procedures and plans.
- Fail to coordinate the recruitment, selection, discipline and if need be, the discharge of program staff.
- Fail to ensure that meaningful orientation and ongoing training is provided to staff and to volunteers throughout the agency.
- Fail to monitor employee performance and conduct performance evaluations in accordance with the criteria and schedules set out in agency policies, procedures and guidelines.
- Fail to ensure all staff has appropriate licensure i.e. a valid Ontario Driver’s License, where it is determined that an employee requires it to adequately perform their duties.
- Prevent staff from grieving to the Board when:
 - a. Internal grievance procedures have been exhausted.
 - b. The employee alleges either that a policy has been violated to their detriment, or that Board policy does not adequately protect their human rights.

PROCEDURE

1. A copy of the current complaint policy found in the Personnel Policies & Practices Manual to be available to the Board.
2. An outside legal opinion to be presented following the review of the Human Resource policies and procedures when appropriate.
3. Human Resource Policies and Procedures shall be reviewed every three years.
4. The Chief Executive Officer will report to the Board information related to Human Resource issues as they occur.



Compensation and Benefits

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.07
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

With respect to employment, compensation and benefits to employees, consultants and contract workers, the Chief Executive Officer shall not cause or allow jeopardy to fiscal integrity or public image.

POLICY

Accordingly, they shall not:

- Change their own compensation and benefits.
- Claim any work related expenses that go beyond the normal range of commonly accepted work expenses.
- Promise or imply guaranteed employment.
- Establish current compensation and benefits which:
 - a. Deviate materially from the geographic or professional market for the skills employed.
 - b. Create obligations of a longer term than revenues can safely be projected, and in all events subject to losses of revenue.
 - c. Establish deferred or long-term compensation and benefits which incur unpredictable future costs.
 - d. Provide less than statutory benefits to all regular and contract employees.
- Permit any person to work for the organization without a written offer of employment signed by the employee and the Chief Executive Officer or their designate. This offer of employment shall outline the terms and conditions including compensation and benefits of the position.

PROCEDURE

1. The Chief Executive Officer will provide a report on current staff compensation and benefits annually when the budget is presented to the Board.
2. The Chief Executive Officer will submit expense reports to the Board Chairperson as required on a regular basis.



Emergency/Interim Executive Succession

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.08
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

In order to ensure the agency is managed during any interim period when the Chief Executive Officer is unavailable and/or any period between successive Chief Executive Officers, the Chief Executive Officer must ensure that the agency has a strategy for management during any interim period when the Chief Executive Officer is unavailable and for any period between successive Chief Executive Officers.

POLICY

Accordingly, the Chief Executive Officer shall not:

- Have less than one member of the senior management team familiar with Board and chief executive issues and processes.
- Have a leadership team that could not manage the day to day operations of the agency in the absence of the Chief Executive Officer.
- Fail to keep the Emergency/Interim Executive Succession Guide up to date.

PROCEDURE

1. LEO Program Directors shall attend at least two Board meetings annually.
2. LEO Program Directors will be invited to speak to their Key Performance Indicators on a quarterly basis
3. The Chief Executive Officer shall ensure that the “Emergency / Interim Executive Succession Guide” (Appendix G) is updated and reviewed by the Board annually.
4. The Manager of LEO Operations Finance Manager shall attend the Board meeting for all financial reports.



Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.09
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

POLICY

In seeking to fulfill the mission of Lambton Elderly Outreach, the Chief Executive Officer shall not cause or allow conditions to occur which are inconsistent with the following:

- That services are available to all residents of Lambton County as defined in the Human Rights Code, except where specifically prohibited by funding source.
- That the value, integrity, confidentiality and the right to privacy of the individual and the family are respected at all times.
- That services are developed and delivered in accordance with identified community needs.
- That services represent valid and current assessment and intervention techniques applied by trained and qualified personnel, based on accepted professional standards.
- That contracts and/or proposals for new services or programs are consistent with the mission of the organization.
- To take advantage of the “evidence based practices” information available from the community support service field.
- Ensure that the development and implementation of all programs and services related to the organization are consistent with local and provincial guidelines and regulations.

PROCEDURE

1. The Chief Executive Officer shall provide through the Chief Executive Officer’s report to the Board a report on service matters.
2. A minimum of four (4) presentations of services/programs are to be made to the Board on an annual basis.
3. The Accreditation Governance and Functioning Survey will be reviewed each Accreditation cycle.



Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.10
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

POLICY

In seeking to align the agency with its vision, the Chief Executive Officer shall not:

- Allow the agency to operate in a manner that is inconsistent with the Board’s ENDS.
- Operate the agency without regular program reviews.
- Fail to encourage a collaborative community wide approach to planning.
- Fail to have funding strategies that will allow the organization to sustain and modify services and develop new programs within an ever-changing fiscal environment.

PROCEDURE

1. The Chief Executive Officer shall present a draft Strategic Plan Implementation to the Board every three years following Board/staff input in establishing a new plan.
2. A review/update of the plan shall be presented each year following the establishment of the Strategic Plan implementation.
3. Chief Executive Officer Reports shall contain program review/planning information as it occurs.



Public Relations

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.11
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

POLICY

The Chief Executive Officer is responsible for ensuring effective relations with the organization’s external environment. Accordingly, they shall not:

- Allow the organization to be inadequately represented by an uninformed or unprofessional spokesperson.
- Fail to take an active leadership role in promoting an awareness of Lambton Elderly Outreach’s mandate.

PROCEDURE

1. The Chief Executive Officer shall provide through the Chief Executive Officer’s report to the Board, an update on public relations matters.



Reserve Funds

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.12
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

To keep the Board informed on the status of reserve funds, the Chief Executive Officer will report to the Board any pertinent information regarding the use of reserve funds.

POLICY

With respect to the Reserve Funds, the Chief Executive Officer shall not:

- Combine the reserve fund with any other account.
- Spend any funds from this account without the approval of the Board of Directors.
- Request to make payments from the reserve fund account except:
 - a. First and one-time capital expenses, should operations not be able to provide for them.
 - b. Major equipment replacement, should operations be unable to provide such replacement.
 - c. To address the impact of shortfalls in budgeted fundraising.
 - d. To address the impact of any other major unforeseen circumstances.
- Make deposits to the fund except in the following cases:
 - a. Special designations as deemed appropriate by the Board (bequests, etc.)
 - b. The non-returnable surplus at the end of the fiscal year or any portion thereof as designated in a motion by the Board of Directors.
 - c. The interest generated by the funds in the reserve fund account.
 - d. To receive funds designated for special purposes.
 - e. All other revenue including memberships, general donations, etc. shall be made to the operating account. Any decision to transfer some or all of these monies to the reserve fund account shall be by special motion as described above.

PROCEDURE

1. Chief Executive Officer Reports will include relevant information, if any, regarding the Reserve Funds.
2. Financial Report including the use of the Reserve Funds.
3. Use of the interest earned on the money in the Reserve Fund will be determined by the Board of Directors on an annual basis.



Fundraising

Manual: Governance Section: Executive Limitation (03)	Document Owner:	Reference Number: GOV 03.13
Effective Date: July 2006	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

To ensure the organization meets its ENDS of strengthening the position of Lambton Elderly Outreach as a key source of revenue development.

POLICY

The Chief Executive Officer shall not cause or allow conditions to occur which are inconsistent with the following:

- a. That the Chief Executive Officer retain authority and responsibility for the operation of Lambton Elderly Outreach’s Governance Policies.
- b. That fundraising goals be prepared annually and presented quarterly to the Board of Directors as per the Governance Policy (II.10 Funding Strategies).
- c. That a separate annual budget be set for Lambton Elderly Outreach in accordance with the Governance Policy (III.4 Budgeting Policy).
- d. That funds for Lambton Elderly Outreach’s fundraising be kept separate from the organization’s funds and be utilized and reconciled in accordance with all applicable legal regulations.
- e. That policies and procedures be established for Lambton Elderly Outreach’s fundraising that reflect current guideline/practices/regulations for charitable foundations.

PROCEDURE

1. Chief Executive Officer Reports will include relevant information regarding Lambton Elderly Outreach fundraising requirements, if applicable.
2. Lambton Elderly Outreach will provide fundraising financial reports, if applicable.



Chief Executive Officer

Manual: Governance Section: Board-Staff Relationships (04)	Document Owner:	Reference Number: GOV 04.01
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

As the Board’s official link to the operating organization, the Chief Executive Officer is accountable for all organizational performance and exercises all authority transmitted into the organization by the Board. The Chief Executive Officer’s performance will be considered to be synonymous with organizational performance as a total.

POLICY

Consequently, the Chief Executive Officer’s job contributions can be stated as performance in two areas:

- Organizational accomplishment of the provisions of Board Policies on Ends.
- Organizational operation within the boundaries of prudence and ethics established in Board Policies on Executive Limitations

PROCEDURE

1. Performance appraisal of the Chief Executive Officer shall be carried out as specified in Board Policy 04.03: Chief Executive Officer Performance Evaluation Process.



Delegation to the Chief Executive Officer

Manual: Governance Section: Board-Staff Relationships (04)	Document Owner:	Reference Number: GOV 04.02
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

The Board’s mandate is generally confined to establishing the broadest policies, leaving implementation and subsidiary policy development to the Chief Executive Officer.

POLICY

Any Board authority delegated to staff shall be delegated through the Chief Executive Officer.

Ends Policies direct the Chief Executive Officer to achieve certain results; Executive Limitations policies constrain the Chief Executive Officer to act within acceptable boundaries of prudence and ethics. With respect to ENDS and executive means, the Chief Executive Officer is authorized to establish further policies, make decisions, take actions and develop activities as long as they are consonant with any reasonable interpretation of the Board’s Policies.

The Board may change its Policies, thereby shifting the boundary between Board and Chief Executive Officer domains. Consequently, the Board may change the latitude of choice given to the Chief Executive Officer, but so long as any particular delegation continues, the Board will respect and support the Chief Executive Officer’s choices. This does not prevent the Board from obtaining information in the delegated areas, except in identified areas of confidential data – e.g. client files or personnel files.

The Board as a whole has full authority over the Chief Executive Officer. No individual Board member, officer or committee has authority over the Chief Executive Officer. Information may be requested by an individual Board member, but if such request in the Chief Executive Officer’s judgment requires a material amount of staff time or funds, it may be refused.

PROCEDURE

1. Performance appraisal of the Chief Executive Officer shall be carried out as specified in Board Policy 04.03 Chief Executive Officer Performance Evaluation Process.
2. The Chief Executive Officer shall ensure compliance with all Governance Policies as they apply.



Monitoring Chief Executive Officer Performance

Manual: Governance Section: Board-Staff Relationships (04)	Document Owner:	Reference Number: GOV 04.03
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PURPOSE

Monitoring executive performance is synonymous with monitoring organizational performance against Board policies on Ends and on Executive Limitations. Any evaluation of the Chief Executive Officer’s performance, formal or informal, may be derived only from these monitoring data.

POLICY

The purpose of monitoring is to determine the degree to which Board Policies are fulfilled. Information, which does not do this, will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than review the past.

A given policy may be monitored in one or more ways:

- Internal Report: Disclosure of compliance information to the Board from the Chief Executive Officer.
- External Report: Discovery of compliance by an unbiased, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board.
- Direct Board Inspection: Direct Board inspection of documents, activities or circumstances directed by the Board, which allows a “prudent person” test of policy compliance. The methodology shall be determined by the Board.

Upon the choice of the Board, any policy may be monitored by any method at any time. For regular monitoring, however, each Ends and Executive Limitations Policy will be classified by the Board according to frequency and method.

PROCEDURE

1. The monitoring method and frequency for the Governance Policy will be as indicated in each policy statement and in the Board Monitoring Schedule (Appendix H).



Chief Executive Officer Performance Evaluation Process

Manual: Governance Section: Board-Staff Relationships (04)	Document Owner:	Reference Number: GOV 04.04
Effective Date: May 2004	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

POLICY

The formal evaluation of the Chief Executive Officer performance may be derived only from the monitoring data described in Policy 04.03 “Monitoring Chief Executive Officer Performance”.

A formal Chief Executive Officer Performance Evaluation will be conducted annually using an agreed upon tool (i.e. 360 Feedback Survey). Individual Board members will be asked to provide feedback on the Chief Executive Officer’s job performance in each of the ENDS and Executive Limitations policy areas.

In the case of a new Chief Executive Officer, a performance evaluation will be completed at three months, six months and then annually thereafter, unless determined otherwise by the Board. Monitoring Schedule will note the date the next evaluation is due.

PROCEDURE

1. The Chief Executive Officer will ensure compliance with the Governance Policy.
2. There will be a formal Chief Executive Officer Performance Evaluation completed by the Board.
3. Annually, the CEO will submit a written self-evaluation to the Executive Committee, assessing performance with respect to the following:
 - The organization’s performance with respect to achievement of the Strategic Plan.
 - Personal performance with respect to achievement of goals/objectives.
 - Personal accomplishment of the skills and competencies as outlined in the current position description



Appendix A: Mentor Program

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

In 2006 the mentor program was established and the Board President / Chair partnered an experienced Board member with a new Board member. The mentor is a personal contact as required and assists the new member in becoming familiar with governance proceedings and current issues under discussion.

The objectives of the Board mentor program are:

- To ensure new Board members develop a clear understanding of their roles and responsibilities.
- To assist the Board members in developing an understanding of the current issues in health care, impacting Board governance; and
To assist the Board member in gaining an understanding of governance structure.



Appendix C: Policy on Political Activity by the Board of Directors

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

PREAMBLE

Lambton Elderly Outreach is a registered charity regulated by Canada Customs and Revenue Service and the Public Guardian and Trustee. Charities are restricted from participating in political activities. (See memo dated February 15, 2003).

Individuals associated with charities are permitted to participate as individuals in political activities as long as their participation is on their own behalf and would not lead anyone to believe that it is being done on behalf of Lambton Elderly Outreach.

There is no written policy from Canada Customs or Revenue Service relating to whether a Director may be nominated for or run for political office. In this context political office refers to the federal or provincial parliament and municipal council. Serving as a member of an elected municipal Board, such as a school Board, does not fall within the scope of this policy.

In order to ensure that Lambton Elderly Outreach maintains the highest ethical as well as legal standards, the following policy has been adopted by the Board of Directors:

The following policy applies to all volunteers who are members of the Board of Directors or who are seeking election to the Board.

- It is a conflict of interest for any member of the Lambton Elderly Outreach Board to be nominated or serve in the Federal parliament, Ontario Legislature or municipal government such as a city council.
- Once a Board member has been officially nominated to run for one of the offices included in this policy or, in the case of municipal elections, formally file papers to become a candidate, they should immediately notify the President of the Board of Directors and submit their resignation from the Board of Directors.
- If a Board member does not voluntarily resign, the Board will take whatever steps are necessary to protect the interests of Lambton Elderly Outreach. This may include requesting that the individual resign or, if no other alternative exists, calling a special meeting of the membership to ask that the person be removed.
- Past members of a political office of any level of government can run for, or serve as a member of the Lambton Elderly Outreach Board of Director



Appendix D: Undertaking Respecting Confidentiality

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

WHEREAS:

from time to time arising out of the relationship between the undersigned and the facilities and/or services operated by Lambton Elderly Outreach, the undersigned shall come into possession or have knowledge of confidential information relating to the agency's service to the individuals and their families in the community;

AND WHEREAS:

it is the policy of Lambton Elderly Outreach that such information be held in the strictest confidence by the recipient thereof;

NOW THEREFORE:

the undersigned does hereby undertake to keep confidential and not to disclose any information respecting any client or client group served by Lambton Elderly Outreach to which the undersigned, Directors of the Organization, Members of the Committees of the Organization, and/or staff members of the facilities or programs become privy, subject to any authority for the release of information executed by or on behalf of the client or client group and further subject to any requirements of law.

Dated at _____ this day of _____ 20_____.

I, _____ have read the above undertaking and certify that I fully understand the nature and effect of this undertaking and acknowledge receipt of a copy thereof.

Signature



Appendix E: Notice of Volunteer Work for Criminal Record Check

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date: December 2020	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

<Address>

RE: Volunteer Letter Request – <Name>

To whom it may concern,

Lambton Elderly Outreach (LEO) is a non-profit organization that provides a wide range of community support services to fit the needs of each individual client. Services are provided throughout Lambton County for older adults over the age of sixty and for adults with disabilities. We aim to assist those who want to live at home longer by offering in-home supports and services including Personal Care, Home Help, Home Maintenance, Transportation, and Meals on Wheels. We also run programs to increase community involvement, such as exercise classes, a Diners Club, and volunteer opportunities.

Volunteers are an integral part of our operations! As a requirement, each volunteer is required to have a clear vulnerable sector check.

This letter is to verify that the Vulnerable Sector Check is required for a volunteer position at Lambton Elderly Outreach. Please do not hesitate to contact me for any further verifications or questions.

Thank you,

Della J Croxford

Della Croxford
Volunteer Coordinator

Lambton Elderly Outreach
4486 London Line R.R.#1
Wyoming, ON N0N 1T0
519-845-1353 ext. 301
1-800-265-0203
519-845-1364 fax
www.lambtonelderlyoutreach.org



Appendix F: Guide to Chief Executive Officer Replacement

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date: Feb 26, 2021	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

If needed, the current management team could function for a three-month period. If required, an interim Chief Executive Officer could be selected.

A facilitator shall be hired to oversee the recruitment and selection process. The process will be based on the expectations of the Board of Directors.

Board Philosophy:

The new Chief Executive Officer must be able to lead the organization in the current and emerging environment of community support services in the province. The needs of the services to Lambton County must be prioritized.

1. The minimum requirements needed for this job will be a minimum of a University degree or preferably a master’s degree and operational experience.
2. Involvement of the outgoing-Chief Executive Officer:
The Chief Executive Officer can provide a profile of the position requirements and limitations, as they currently exist. If the outgoing Chief Executive Officer is available for transition, then they may be able to provide information on candidates known to them or to their network. The Chief Executive Officer might also assist with instrumental needs such as scheduling, etc.
5. The members of the selection committee shall be the Chairperson, Vice-Chairperson and up to 3 other Board members.
6. All members of the selection committee must be available for the complete process.
7. The selection committee shall ensure that all references are checked prior to an offer of employment.
8. The Board as a whole must be given the opportunity to ask the final candidate questions before a final decision is made.
9. The selected candidate will be offered a contract. This contract shall include an offer of employment, subject to the approval of both parties



Appendix G: Emergency/Interim Chief Executive Officer Succession Guide

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date: December 2020	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

In the event of sudden loss of Chief Executive Officer’s services the following has been prepared as a guide to assist a temporary or replacement CEO.

1. Currently the Chief Executive Officer provides direct supervision to the following staff:
 - Director, Human Resources, Quality and Risk
 - Director, Clinical Services
 - Community Engagement Specialist

2. The Board Chairperson and the Board Vice-Chairperson would be the resource persons relative to Board involvement, policy information, goals, objectives and Board committee work. The Assistant to the Chief Executive Officer has a list of all Directors’ phone numbers and information. They would also be helpful in locating any resources related to Board work.

3. All financial records can be accessed through the LEO Operations Finance Manager. LEO’s operating account banking is done at TD Canada Trust. The contact person for banking information is the LEO Operations Finance Manager.

4. LEO’S auditors are currently BDO Dunwoody and they are very familiar with our financial history and would be able to answer any questions beyond the day to day questions that could well be answered by our staff.

5. The information on all LEOS funding sources and contracts is kept by the LEO Operations Finance manager.

6. The Assistant to the CEO, has all of the personnel information as well as previous Board minutes, in-camera information regarding the service details or documents.

7. In terms of reporting to the Board, CEO report is completed for each Board meeting, except for the months of December, July and August.

8. This report is part of the Board package, which includes minutes as well as any significant correspondence. Board packages are prepared by the Assistant to the CEO. The annual meeting is held in June, which requires an annual report, by-law amendments (if any) and new Board member nominees. This work has a mid-May deadline. The Board Monitoring Schedule provides details regarding expected reports for the Board/Board work, etc



Appendix H: Policy Governance Monitoring Schedule

Manual: Governance Section: Board – Staff Relationship (04)	Document Owner:	Reference Number:
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

Month	Board	Chief Executive Officer/Program Director
January	<ul style="list-style-type: none"> ▪ Strategic Planning Discussion (every 3 yrs) ▪ Initiate Board Recruitment Process if needed ▪ Board Compliance Checklist ▪ Final Budget Approval 	<ul style="list-style-type: none"> ▪ CEO Report ▪ Q3 Strat Plan Scorecard ▪ Q3 Financial Reports ▪ Annual Insurance and Property Review Report ▪ Annual investment performance report ▪ Program presentation ▪ Annual operating plan / budget
March	<ul style="list-style-type: none"> ▪ CEO Performance Evaluation (3 month check in) ▪ Governance Policy/Procedure Review and Approval ▪ Accreditation Governance Functioning Tool (every 3 yrs on Accreditation schedule) ▪ By-law review ▪ 	<ul style="list-style-type: none"> ▪ CEO Report ▪
May	<ul style="list-style-type: none"> ▪ Potential New Board Member to Attend Board Meeting ▪ MSA/M-SAA Review and Approval 	<ul style="list-style-type: none"> ▪ CEO Report ▪ Q4 Strat Plan Scorecard ▪ Q4 Financial Reports ▪ Audit Report
July / August	<ul style="list-style-type: none"> ▪ Meetings as necessary 	
June	<ul style="list-style-type: none"> ▪ Annual General Meeting ▪ Select Officers ▪ Assign Mentors ▪ Bylaw and Constitution Review and Approval 	<ul style="list-style-type: none"> ▪ CEO/Board Chair Annual Report
September	<ul style="list-style-type: none"> ▪ Program/Service Orientation ▪ Overview of Governance Process ▪ CEO Evaluation (6 month check in) ▪ Approval of Signing Officers ▪ Annual Sign offs/Compliance 	<ul style="list-style-type: none"> ▪ CEO's Report ▪ Q1 financial report ▪ Program presentation
November	<ul style="list-style-type: none"> ▪ Mid-Year Review of CEO Objectives ▪ CEO Job Description Review ▪ CEO 6 month check in 	<ul style="list-style-type: none"> ▪ CEO Report ▪ Q2 Strat Plan Scorecard ▪ Salary and Benefits Review ▪ Program Presentation



Appendix N: Sample Fiduciary Report

Manual: Governance Section: Governance Process (02)	Document Owner:	Reference Number:
Effective Date:	Date Revised: Feb 17, 2023	Next Review Date: Feb 2024

Approved by: Lambton Elderly Outreach Board of Directors
Date: January 2016

The purpose of this checklist is to enable the Board of Directors, , to review the status of a variety of requirements, which must be met to achieve compliance with the legal, accounting and other professional standards applicable to Lambton Elderly Outreach, for which they are ultimately responsible.

ITEM	FREQUENCY	DUE	STATUS
FISCAL RESPONSIBILITY:			
Budgetary Control	On-going	Board/finance committee	MOHLTC Approved
Stewardship	On-going	Board/finance committee	Current
Auditor Report	Annually	AGM	Complete
Annual Report	Annually	AGM	Complete
Financial Records	On-going	On-going	Kept 7 years
Insurance	On-going	On-going	Renewed effective Nov/05
STATUTORY RESPONSIBILITY:			
General Meeting	Annually	AGM	June 21, 2006
General Meeting Notice	Annually	4 weeks	Complete
Charity Return T3010	Annually	September 30	In process
Ontario Annual Return	Annually	30 days from AGM	Complete
GST Return	Semi-annually	October 31 & April 30	Filed
MOHLTC Settlement Forms	Annually	August 1	In process
HUMAN RESOURCES:			
Employment Legislation	On-going	On-going	Current
Workplace Safety Insurance	On-going	Within 30 days of payroll	Current
Payroll	Semi-monthly	15 th & last day of the month	Current
Withholdings EI, CPP, EHT, Tax	Semi-monthly	25 th & 10 th of month	Current
T4's	Annually	February 28	Filed
Pension Enrollment	New Hire	6 months from hire	Current
Pension Payment	Monthly	Every 30 days	Current
Group Benefits	New Hire	3 months from hire	Current
Group Benefits Payments	Monthly	1 st of each month	Current