



***Call for Nominations and Applications
to the CCA Board of Directors***

April 4, 2019

CCA's Annual General Meeting will be taking place on June 26, 2019. At that time CCA expects to have two At-large Board Director positions vacant. The CCA Nominating Committee is seeking expressions of interest from individuals who are interested in joining the CCA Board of Directors.

The CCA nominating process is described in the excerpt from CCA's Bylaws attached (Appendix 2). The Nominating Committee is required to review all potential candidates and make a recommendation to the CCA Board. Please submit your application or nomination (see pages 3-5) to the CCA Nominating Committee by no later than May 6, 2019.

Priorities for Board Recruitment in 2019

The CCA Board has outlined the key attributes (attitudes, skills, knowledge and experience) that it is seeking in its Board members as outlined on pages 3-4 in the following Application.

All Board members are expected to be committed to CCA's Mission, purpose, best interests and to participating collaboratively and effectively, have general leadership and governance experience, have the ability to think strategically and focus on outcomes and results, bring a broad understanding of the Canadian social support system, and, be able to commit the necessary time and effort.

This year in particular CCA is seeking candidates in the following areas:

- business development experience, communications/marketing knowledge
- strong strategic perspective

Please note that candidates for the CCA Board are not required to be formally affiliated with either a CCA Member Association or with one of the members of CCA Member Associations.

Please submit your application or nomination to CCA no later than May 6, 2019.

For more information on the CCA Board nominations process, please contact:

Barbara Wiktorowicz, Executive Director
Canadian Centre for Accreditation
Ph: (416) 239-2448, ext. 222
Email: ed@canadiancentreforaccreditation.ca



Board positions and vacancies expected as of June 2019

There are two categories of Board positions as follows:

1. Founding Member-nominated Positions (4 in total)

There will be no vacancies in these positions:

- Joanne Johnston as representative of Children's Mental Health Ontario
- Dorothy Bakos representative of Family Service Ontario
- Jeff Schwartz, representative of Canadian/Ontario Associations of Credit Counselling Services
- Anka Brozic, representative Association of Ontario Health Centres

2. At-Large Board Positions (7 in total):

Continuing members of the Board:

- Karen Parsons, Executive Director, Peel Addiction Assessment and Referral Centre
- Diane Walker, Chief Executive Officer, Children's Centre Thunder Bay
- Michelle Hurtubise, Executive Director, Ontario Centre of Excellence for Child and Youth Mental Health
- Joe Bortolussi, Retired Health Care Director
- Stephen Doig, Retired Executive Director

It is expected there will be two vacancies in the At-Large positions beginning in June 2019.

Time Commitment Required:

- Terms of office are three years with up to two terms per Director.
- CCA Board meets monthly via phone/video-conference with the exception of four in-person meetings. These monthly meetings are 1.5 hours in duration.
- The four in-person meetings are held in Toronto, and are generally 5.5 hours in length.
- Board members are expected to be involved in at least one committee or task group (there are three standing committees: Quality Committee, Governance Committee and finance/audit Committee, and they meet monthly by conference call for approximately 1 to 1.5 hours each).
- Total meeting commitments range from 2.5 to 7 hours per month.



CCA Board Application Form

To be completed by Nominee or Applicant

Name of Candidate:

Affiliation with any CCA Member Association or a Member organization of a CCA Member Association:

Employed Position:

Volunteer Position(s):

Work Address (or alternate address if not employed):

Phone:

Fax:

E-mail:

Please indicate below what your background is in the following areas (these reflect the Board Composition Matrix)

CCA Board Desired Attributes and Competencies	Description by Candidate or Applicant of how you meet some of all of these criteria
<ul style="list-style-type: none"> • Committed to CCA's Mission, Purpose, best interests • General leadership experience • Previous governance experience • Ability to focus on outcomes and results • Strategic thinker • Broad understanding of Canadian social fabric • Committed to participate collaboratively and effectively • Ability to commit time and effort 	
<ul style="list-style-type: none"> • Community health or social service experience with sectors served by CCA as well as others (please specify which sectors and where in Canada) • Experience with organizations that are larger/smaller, urban/rural/northern, more professional vs more volunteer-driven • Expertise in Quality Improvement • Knowledge/experience with accreditation • Experience as an accreditation reviewer/surveyor • Research or evaluation experience /academic background 	
<ul style="list-style-type: none"> • Business acumen/entrepreneurial skills • Marketing/communications knowledge • Financial management • Risk management and quality oversight • Regional health and social services planning/funding • Human resource management • Legal • Experience with policy governance 	
Personal Characteristics/Perspectives:	



CCA Board Desired Attributes and Competencies	Description by Candidate or Applicant of how you meet some of all of these criteria
<ul style="list-style-type: none"> • Francophone • Indigenous Person (First Nation, Inuit, Metis) • Geographic diversity including urban/rural • Indicate age group (<40, 40-65, >65) • Please note other biological, social and cultural indicators of diversity 	

Please add any further comments about how your skills and experience would benefit the CCA Board:

Please indicate why you are interested in this position:

Please attach highlights of your resume



Candidate Declaration

Personal Commitment:

I can commit to the time required and am interested in furthering the vision, mission and values of CCA.

Signed (Candidate Signature):

Candidate Name (Please Print):

Date:

If applicable: Member Association Nomination:

This is to confirm that the above named nominee has been nominated by our association to stand for election to a position on the Board of Directors of the Canadian Centre for Accreditation.

Nominated by which Member Association: _____

Nomination is being made to which category CCA Board position:

- Founding Member Board Position
- At-Large Board Position

Name of Association signatory (please print): _____

Position: _____

Signature: _____

Date: _____

Please return the completed form by email, on or before **May 6, 2019** to:

Canadian Centre for Accreditation
970 Lawrence Ave. W., Suite 500A
Toronto ON M6A 3B6
Tel: (416) 239-2448
Fax: (416) 239-5074
Email: ed@canadiancentreforaccreditation.ca



Appendix 1

Canadian Centre for Accreditation - Objects, Vision, Mission and Values

CCA Corporate Objects (as stated in CCA Bylaws)

1. To provide leadership in issues of quality management in the human services sectors.
2. To contribute to the body of knowledge regarding healthy organizations and quality management.
3. To promote organizational learning and capacity for service responsiveness, collaboration and effectiveness.
4. To provide an accreditation resource and assist organizations to enhance their accountability and credibility.

CCA Vision

Effective organizations strengthen healthy and resilient communities.

CCA Mission

CCA exists to assure quality and continuous improvement in community-based health and social services through the provision of excellence and leadership in accreditation services”.

CCA Values

1. **Continuous Learning and Improvement:** We pursue continuous learning and improvement towards excellence and innovation; we recognize and celebrate key milestones achieved.
2. **Meaningful Collaboration:** We inclusively engage the diverse organizations we serve, as well as other CCA stakeholders, in dialogue to shape our mission, goals and services.
3. **Inclusion and Equity:** We value the diverse contributions of our stakeholders and strive to promote inclusive environments and elimination of systemic barriers to equity.
4. **Responsible Stewardship:** We manage CCA resources ethically, transparently and responsibly, in order to ensure its sustainability.
5. **Accountability:** We hold ourselves accountable for the quality of our work and the achievement of established outcomes that are aligned with our values.



Appendix 2

Excerpts from CCA Bylaws related to Nominations Process

7.0 Membership Conditions

7.1 Subject to the articles, there shall be two classes of members in the Corporation, namely, Founding Members and Members. The board of directors of the Corporation may, by resolution, approve the admission of the members of the Corporation. Members may also be admitted in such other manner as may be prescribed by the board by resolution. The conditions of membership outlined in 7.2 and 7.3 shall apply.

7.2 Founding Members

- a. The Founding Members are the Association of Ontario Health Centres, Children's Mental Health Ontario/ Santé mentale pour enfants Ontario, Family Service Ontario and the Ontario Association of Credit Counselling Services.
- b. As set out in the articles, each Founding Member is a voting member and is entitled to receive notice of, attend and vote at all meetings of members and each such Founding Member shall be entitled to one (1) vote at such meetings.
- c. In addition, each Founding Member shall be entitled to nominate one candidate to stand for election as a Founding Member Director. The Founding Members shall collectively be entitled to elect four (4) directors, who shall be called the Founding Member Directors.

7.3 Members

- a. Members shall be any corporation without share capital that
 - i. has a majority of members that are corporations without share capital;
 - ii. has signed a Cooperation Agreement with the Corporation which is still in force and includes a non-competition clause, relative to both the Corporation and the Founding Members;
 - iii. has officially endorsed the values of the Corporation in writing; and
 - iv. has applied for and been accepted for membership in the Corporation by the board.
- b. The term of membership of a Member shall be annual, subject to renewal in accordance with the policies of the Corporation.
- c. As set out in the articles, each Member is a voting member and is entitled to receive notice of, attend and vote at all meetings of members and each such Member shall be entitled to one (1) vote at such meetings, except may not vote to elect the four (4) Founding Member Directors.
- d. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendments to this section of the by-laws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l) or (m).

12.0 Nominations to Board of Directors

12.1 The Nominating Committee has the authority to declare an individual ineligible for nomination if such individual does not meet the list of qualifications specified in these by-laws, the policies of the Corporation, or the Act.

Each Founding Member and Member has the right to submit nominations for directors. Each nomination must:

- (1) be approved by the board of directors of the applicable Founding Member or Member;
- (2) be submitted to the Executive Director of the Corporation in accordance with the policies of the Corporation;
- (3) be approved by the Nominating Committee;
- (4) be approved by the Board of Directors; and
- (5) if approved by the Board of Directors, be placed on the roster of nominees that is presented to the Members at the Annual General Meeting by the Nominating Committee.



12.2 In addition to any names put forward by the Nominating Committee, a roster of potential directors must include the names provided by the Members in a proper proposal. Subject to the Regulations under the Act, the Members have the right to give a proposal, which may include nominations for the election of directors so long as (i) the proposal is signed by at least 5% of the Members entitled to vote, (ii) the proposal is less than 500 words, (iii) the proposal is submitted to the Corporation within 90-150 days before the anniversary of the previous annual meeting of Members, and (iv) the proposal does not meet any of the qualifications set out in Sections 163(6)(b)-(f) of the Act.

14.0 Directors

14.1 Number of Directors

As per the articles of continuance, the board shall consist of no less than 4 and no more than 15 directors. Within this range, at any given time, the board shall be comprised of a fixed number of directors as determined from time to time by the members by ordinary resolution or, if the ordinary resolution empowers the directors to determine the number, by resolution of the board.

14.2 Qualifications of Directors

As per Section 126(1) of the Act, the following persons are disqualified from being a director of the Corporation:

- (a) anyone who is less than 18 years of age;
- (b) anyone who has been declared incapable by a court in Canada or in another country;
- (c) a person who is not an individual;
- (d) a person who has the status of a bankrupt; and
- (e) anyone who is deemed to represent a conflict of interest to any Founding Member.

14.3 Term of Office of Directors

Each director shall be elected to hold office for a three (3) year term until the third annual meeting of Members after he or she has been elected or until his or her successor has been duly appointed or elected and qualified.

14.4 Eligibility for Re-election

No person shall serve as a Director for more than two (2) consecutive terms (for a total of six (6) consecutive years) except if a director has been in the position of Chairperson in the previous year, such a director shall be eligible to be elected to serve for an additional one year term.



Appendix 3

Canadian Centre for Accreditation (CCA) - Board Composition Matrix

(approved February 2018)

FILTER 1: CHARACTERISTICS OF EVERY DIRECTOR	
PURPOSE	INDIVIDUAL CHARACTERISTICS
<p>Filter 1 - Establishes a desired profile of every person providing governance leadership on behalf of the owners/members. Individuals with these characteristics are eligible to be considered for a Board position. It is not necessary for the individual to be affiliated with a Member Association or an agency in sectors served by CCA.</p>	<ul style="list-style-type: none"> • Committed to CCA's Mission, Purpose, best interests • General leadership experience • Previous governance experience • Ability to focus on outcomes and results • Strategic thinker • Broad understanding of Canadian social fabric • Committed to participate collaboratively and effectively • Ability to commit time and effort
FILTER 2: KEY COMPETENCIES FOR CCA MISSION	
PURPOSE	COMPETENCIES
<p>Filter 2 – Addresses competencies needed to fulfill CCA's mission as an accreditation body. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time. As an interim measure, the Board should include at least one person from each Founding Member association.</p>	<ul style="list-style-type: none"> • Majority of Directors from organizations in sectors that are being served by CCA • Small/large/other diversity of characteristics of organizations served by CCA • Expertise in Quality Improvement • Knowledge/experience with accreditation • Experience as an accreditation Reviewer • Research or evaluation experience /academic background
FILTER 3: COMPETENCIES FOR EFFECTIVE GOVERNANCE	
PURPOSE	COMPETENCIES
<p>Filter 3 - Addresses competencies needed for quality governance leadership. These competencies should be present <u>across the Board as a whole</u> and therefore be strong attributes of one or more but not necessarily all Directors. CCA's needs may vary from time to time.</p>	<ul style="list-style-type: none"> • Business acumen/entrepreneurial skills • Marketing/communications • Financial Management • Risk management and quality oversight • Regional health and social services planning/funding • Human resource management • Legal • Experience with policy governance
FILTER 4: GENERAL CHARACTERISTICS TO REFLECT CANADIAN DIVERSITY	
PURPOSE	INDIVIDUAL CHARACTERISTICS
<p>Filter 4 – Addresses the need to reflect the diversity of the Canadian population. A mix of these characteristics <u>across the Board as a whole</u> strengthens the Board's ability to consider and reflect a wider range of perspectives that arise from differing backgrounds and experiences.</p>	<ul style="list-style-type: none"> • Francophone • Indigenous Person (First Nation, Inuit, Metis) • Geographic diversity including urban/rural • Generational (i.e., representing different age groups) • Other biological, social and cultural indicators of diversity
CCA Board	