
South East Health Unit

formerly



GOVERNANCE COMMITTEE MEETING AGENDA PACKAGE

TUESDAY, JULY 8, 2025

1:00 p.m. – 3:00 p.m.

Zoom/Kingston Site 221 Portsmouth Avenue

Join Zoom Meeting

<https://us06web.zoom.us/j/87341719602?pwd=WOTaYcYYigmE4bLexKk1W5bQcR0HSg.1>

Meeting ID: 873 4171 9602

Passcode: 238057

Dial by your location

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- +1 647 374 4685 Canada

**To ensure a quorum we ask that you please RSVP to
heather.bruce@healthunit.org or 613-345-5685 Ext. 2248**

Hastings Prince Edward Public Health
179 North Park St.
Belleville, Ontario K8P 4P1
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South East Health Unit

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GOVERNANCE COMMITTEE AGENDA

Tuesday, July 8, 2025

1:00 p.m. (Board Room)

Expected attendance:

In-Person: Stephen Bird, Councillor Judy Greenwood-Speers, Mayor Robin Jones, Mayor Jan O'Neill, Barb Proctor, Warden Nathan Townend

Virtual:

Officers: Dr. Piotr Oglaza, Suzette Taggart

1. **CALL TO ORDER**

2. **LAND ACKNOWLEDGEMENT**

South East Health Unit is located on the traditional territory of Indigenous peoples dating back countless generations. We would like to show our respect for their contributions and recognize the role and treaty making in what is now Ontario. Hundreds of years after the first treaties were signed, they are still relevant today.

3. **ROLL CALL**

4. **APPROVAL OF THE AGENDA**

MOTION: THAT the Governance Committee approve the agenda for the meeting of July 8, 2025 as circulated.

5. **APPROVAL OF THE MINUTES**

MOTION: THAT the Governance Committee approve the minutes of the meeting held on May 13, 2025 as circulated.

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6. **DISCLOSURE OF PECUNIARY INTEREST AND / OR CONFLICT OF INTEREST**

7. **BUSINESS ARISING:**

7.1. Information Item – Brent Feeney’s response regarding Remuneration

7.2. Draft SEHU Board of Health Self-Evaluation – Dr. Oglaza

8. **NEW BUSINESS:**

8.1. Election of Vice Chair – Robin Jones

MOTION: THAT the Governance Committee elect _____ as Vice-Chair for the remainder of 2025.

8.2. SEHU Board of Health Policies reviewed by Amy Dale – Robin Jones

8.2.1. Reserve Fund Policy – Suzette Taggart

8.2.2. Appointment of External Advisors

MOTION: THAT the Governance Committee forward the Reserve Fund Policy and Appointment of External Advisors Policy to the Board of Health for approval.

8.3. Briefing Note - Adding Items to a BOH Agenda – Dr. Oglaza

MOTION: THAT the briefing note Adding Items to a BOH Agenda be forwarded to the Board of Health for information.

8.4. Governance Committee Work plan – Dr. Oglaza

MOTION: THAT the Governance Committee endorse the 2025 work plan.

8.5. Verbal Update on BOH Training with David Hartley – Robin Jones

8.6. Next Governance Committee Meeting – Robin Jones

9. **ADJOURNMENT**

MOTION: THAT the meeting adjourn at ____ p.m.

South East Health Unit

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GOVERNANCE COMMITTEE OPEN SESSION MINUTES

Tuesday, May 13, 2025

1:00 p.m. (Lanark Room)

Minutes of the meeting of the Governance Committee held at 458 Laurier Blvd., Brockville, ON, in-person and through Zoom.

In attendance:

In-Person: Stephen Bird, Councillor Judy Greenwood-Speers, Mayor Jan O'Neill
 Virtual: Chair Robin Jones, Barb Proctor, Warden Nathan Townend
 Officer: Dr. Piotr Oglaza

1. CALL TO ORDER

Chair R. Jones called the meeting to order at 1:00 p.m.

2. LAND ACKNOWLEDGEMENT

Spoken by Chair R. Jones.

3. ROLL CALL

Roll call was taken by Recorder, H. Bruce.

4. APPROVAL OF THE AGENDA

It was MOVED by Warden N. Townend and SECONDED by Councillor J. Greenwood-Speers THAT the Governance Committee approve the agenda for the meeting of May 13, 2025 as circulated.

CARRIED

5. APPROVAL OF PREVIOUS MEETING MINUTES

It was MOVED by Mayor J. O'Neill and SECONDED by S. Bird THAT the Governance Committee approve the minutes of the meeting held on April 8, 2025 as circulated.

CARRIED

6. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST

No conflicts were declared.

7. BUSINESS ARISING:

7.1. Legacy Board of Health Self-Evaluations

The three Board of Health self-evaluation documents from each legacy health unit fulfill the purpose to ensure board member functioning and board governance, with much of the information based on the alPHa BOH Governance Toolkit. A starting point for the BOH self-evaluation for the SEHU is to identify which evaluation resonates best with the group and to provide a combined document for the new entity.

It was MOVED by Warden N. Townsend and SECONDED by Councillor J. Greenwood-Speers that staff review the three legacy BOH self-evaluations, blend common areas, and suggest new areas that may be relevant to a new Board.

CARRIED

ACTION: Dr. Oglaza will ask staff to prepare a survey based on the commonality of questions from the three surveys presented and bring back to the Governance Committee in June or July.

When the draft has been prepared that looks at commonalities the group will discuss some elements of self-evaluation such as team cohesiveness. The self-evaluation survey will track improvement and progress.

7.2. Provincial Risk Management Documentation and Discussion

7.2.1. alPHa BOH Governance Toolkit

The Ontario Internal Audit Division developed the *Risk Management Strategy & Process Toolkit*, which has been incorporated into the alPHa BOH Governance Toolkit.

Historically staff at all three legacy health units reviewed the categories of risk and assigned a risk score based on the prioritization matrix which was presented to the Board of Health as an update through Board of Health meetings on the high-risk categories.

Members discussed using the same approach with the SEHU Board and asked that the high risks identified are areas that the Board has influence over and that they be weighted appropriately. The suggestion was made to also include medium risks so that they can be mitigated and eliminated before they become high risk.

Members discussed considering communication risks such as AI and collection of data. Dr. Oglaza advised that there is an important distinction; there are things within the Board's control or are there things that are not within anyone's control. The purpose of this tool is to share with the Board the domains that are perceived as high risk, what is being done to mitigate that risk and what the residual risk is.

DECISION: High risk categories will be brought to the Board. Medium risks will be brought to the Board if they are within the Board's control and scope and the Board has a role in decreasing the risk.

7.2.2. Risk Intelligence Policy

Members discussed looking at the LGL Risk Intelligence Policy and adding language to it to reflect today's discussion.

ACTION: The LGL Risk Intelligence Policy will be updated to include information from the BOH Governance Toolkit.

It was MOVED by Mayor J. O'Neill and SECONDED by S. Bird that the Board follow the ALPHA BOH Governance Toolkit to include additional material recommended by the SEHU Board of Governance.

CARRIED

7.3. Strategic Planning and Merger Funding

Dr. Oglaza confirmed that strategic planning expenses are eligible for merger funding from the province. Members requested that strategic planning be done as soon as possible.

7.4. Update on Meeting with Brent Feeney regarding Remuneration

The remuneration as it stands under the HPPA only applies to provincial appointees and the board chair and does not apply to municipal members appointed by their municipalities. Brent Feeney will provide a written response.

8. NEW BUSINESS

8.1. Updated Secondary Items Comparison Chart

The secondary items comparison chart was updated to reflect the work done by the Governance Committee to date. Two outstanding secondary items are being discussed today.

8.1.1. Board of Health Self-Evaluation Policy

There is a legacy HPE policy that states a BOH self-evaluation should be done every two years and outlines when it is introduced and collected.

It was MOVED by Mayor J. O'Neill and SECONDED by Warden N. Townend that the Governance Committee recommend that the SEHU Board of Health implement the HPE Board of Health self-evaluation process.

CARRIED

ACTION: H. Bruce to update BOH self-evaluation policy and take it to the June 25, 2025 BOH meeting for approval.

8.2. alPHa Training Briefing Note

The original discussion at Governance was to look at an external trainer to provide team building training. A date is yet to be determined and the desire is to have training before the summer. David Hartley is not available on June 25th to provide training, so being presented to Governance and the Board for consideration is alPHa training to be provided by Loretta Ryan and Monica Turner who are available on June 25th.

It was MOVED by Warden N. Townend and seconded by Councillor J. Greenwood-Speers THAT the Governance Committee recommend to the Board of Health that the Association of Local Public Health Agencies (alPHa) training session take place on June 25, 2025.

CARRIED

ACTION: The briefing note will be taken to the May Board for their consideration.

BOH governance is more suited as a first session. Directors will be invited to attend the alPHa BOH training and it will be held in Kingston. Lunch will be provided and members should make an effort to attend in-person.

ACTION: Dr. Oglaza will explore location for alPHa BOH Training and provide an update at the May BOH meeting.

8.3. Review of Running Amendment List for the Board of Health

Amendments will be taken to the Board in June and November. The track changes adding Vice Chair to the Finance and Governance Committee terms of reference were reviewed along with changes to By-law #1.

It was MOVED by Mayor J. O'Neill and SECONDED by Barb Proctor that the recommended amendments to the terms of reference and By-law #1 be taken to the Board on June 25, 2025 for approval.

CARRIED

8.4. Approach to Meeting with MPP's Discussion

A meeting is scheduled with MPPs on June 10th from 1-2 pm to discuss public health funding and the historical provincial underfunding of legacy LGL. There is also a Governance Committee meeting scheduled on June 10th which will be a separate meeting.

Members discussed extending an invitation to all board members, however once quorum is reached (10 people) this becomes a Board of Health meeting and is a public meeting. The question was raised if this should be an in-camera BOH meeting chaired by Mayor J. O'Neill.

ACTION: Dr. Oglaza and Mayor J. O'Neill will contact Amy Dale to determine if there are provisions under the Municipal Act that would allow for an in-camera meeting.

Once quorum is reached it becomes a public meeting which changes the dynamic with MPP's. If there are no provisions under the Municipal Act for an in-camera meeting a smaller meeting could be held without the full Board.

8.5. Branding Discussion

It was MOVED by Warden N. Townend and SECONDED by Barb Proctor THAT the Governance Committee recommend the endorsement of the public-facing names Southeast Public Health (SEPH) and Santé publique du Sud-Est (SPSE).

CARRIED

The motion was carried unanimously.

9. ADJOURNMENT

It was MOVED by Warden N. Townend and SECONDED by Councillor J. Greenwood-Speers THAT the meeting adjourn at 2:13 pm.

CARRIED

Dr. Oglaza,

We've reviewed and discussed further, and elected municipal Board of Health members cannot be paid additional remuneration (other than what they are paid as a municipal councillor) due to section 49(11) of the Health Protection and Promotion Act.

Hope this helps clarify things on your end.

Thanks
Brent

Brent Feeney

Director | Accountability and Liaison Branch
Office of Chief Medical Officer of Health, Public Health
Ministry of Health | Ontario Public Service
416-671-3615 | Brent.Feeney@ontario.ca



Taking pride in strengthening Ontario, its places and its people

From: Piotr Oglaza <Piotr.Oglaza@kflaph.ca>
Sent: Tuesday, April 15, 2025 3:51 PM
To: Feeney, Brent (MOH) <Brent.Feeney@ontario.ca>
Cc: rjones <rjones@villageofwestport.ca>; joneill@marmoraandlake.ca; O'Neill, Jan <oneillj@hastingscounty.com>; Bruce, Heather (MOH) <heather.bruce@healthunit.org>
Subject: SEHU BOH members' stipend question

CAUTION -- EXTERNAL E-MAIL - Do not click links or open attachments unless you recognize the sender.

Hi Brent,

Would you be available for a meeting with our BOH Governance Committee chair Mayor Robin Jones and I to discuss the approach to BOH members' stipends?

This came up as part of our governance committee work on BOH remuneration policy. We would like to discuss options for compensating BOH members, specifically municipal representatives, for merger related work at the committee and board level outside of the current framework set by HPPA.

Please let us know your availability.

Thank you,

Piotr

Dr. Piotr Oglaza (he/him), MD, CPHI (C), MPH, CCFP, FRCPC
Medical Officer of Health/Chief Executive Officer

Phone: [613-549-1232](tel:613-549-1232), ext. 1147

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KFL&A Public Health is situated on the traditional territories of the Anishinaabe and Haudenosaunee.

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South East Health Unit

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Board of Health Self-Evaluation

Date

This survey gives Board members a chance to reflect on how the Board is doing as a governance body and to identify possible areas to improve.

Your participation in this survey is voluntary. We are, however, hopeful that all Board members will participate in this important feedback process.

Please answer the questions with full candour, knowing that your responses will remain confidential. All results will be grouped together and will not contain any individual information.

We hope that this survey will help the Board to set priorities and motivate us to work even more effectively together to fulfill our responsibilities as Board of Health members.

The survey results will be presented at the _____ Board of Health meeting.

For each statement, please check the response that best describes your opinion.

BOARD ROLES AND RESPONSIBILITIES				
1. The Board understands/performs its role in financial oversight.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. The Board understands/performs its role in strategic planning.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. Board members have adequate knowledge of the Board's responsibilities.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. Board members demonstrate a clear understanding of the role of the Board.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. Board members have a clear understanding of the role of the Medical Officer of Health/CEO and the Executive Team.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. The Board has the sub-committees needed to maximize Board efficiency. (i.e. Finance, Governance)				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. The Board is adequately prepared to oversee an emergency situation.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
8. The Board assesses the MOH's performance in a systematic way in accordance with agency policy.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
9. The Board focuses primarily on governance issues and does not become overly involved in management/operational issues.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
10. The Board has adequate information to approve the annual budget.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
11. The Board receives adequate information on agency compliance with applicable legislation.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
12. Board members are familiar with the HPPA and the Board of Health by-laws and policies that govern the Board of Health.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
13. Board members are aware and have a clear understanding of the organizational requirements of the Board of Health as set out in the Ontario Public Health Standards – Organizational Requirements.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

14. Board members are aware of their powers, limitations, restrictions and legal liabilities.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
15. What suggestions would you make to clarify the roles and responsibilities of BOH members?				

BOARD DECISION-MAKING				
1. The Board has appropriate input into the development of the agenda.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. The Board has adequate background information about agenda items.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. The Board uses sound decision-making processes.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. Three things that could be done to improve Board decision-making are:				

BOARD AWARENESS				
1. The Board is well-informed and kept up-to-date about the operations of the organization through program presentations and MOH Verbal Updates.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. The Board is well-informed and kept up-to-date about the Board's governance role through regular BOH meetings and MOH updates.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. Is there something more that Board members need in meetings to be a more effective Board member?				

FIDUCIARY OBLIGATIONS				
1. Board members fulfill their fiduciary responsibilities and understand their Board obligations including Conflict of Interest.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

OVERALL FUNCTIONING				
1. Board members work well together.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. Board members participate in effective orientation and avail themselves of opportunities for ongoing education.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. In order to actively participate in BOH meetings, members thoroughly review materials in advance of the meeting.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

BOARD OF HEALTH INFORMATION SHARING AND RESOURCES				
1. Board members find the SEHU Board Orientation Binder helpful.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. I would prefer the BOH Orientation binder be sent as an electronic document rather than keeping an actual binder and the paper associated with it.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. I use my Orientation binder consistently and add new information as I get it.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. I am able to interpret, analyze, and assess financial information, reports, and proposals.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. I understand the role of measurement and evaluation of programs and services of the organization.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. What suggestions might you have to improve the process of information sharing?				

MEETINGS				
1. Meeting materials are received sufficiently in advance to be thoroughly reviewed by Board members.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. Materials prepared for review enable Board members to participate actively in the discussion and make an informed decision.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. Meetings are structured so there is sufficient time for discussion of decision items.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. The Board deals with in-camera business appropriately.				

Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. Use of Zoom technology is working well for meetings.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. Board members participate in meetings in a positive and respectful manner.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

BOARD RELATIONS				
1. There is sufficient time allocated for the full discussion of issues at Board meetings.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. Board members have adequate opportunities to ask questions at Board meetings.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. As a Board member, I feel comfortable asking a probing question.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. As a Board member, I feel comfortable raising an issue that might be unpopular.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. A climate of mutual trust and respect exists among Board members.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. A climate of mutual trust and respect exists between the Board and CEO.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. A climate of mutual trust and respect exists between the Board and staff.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
8. A climate of mutual trust and respect exists between the Board of Health and the Executive Team.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
9. Board members assist in developing and maintaining positive relations with key stakeholders.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
10. Board members are active in promoting a positive image of the agency in the community.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
11. Are there any areas for improvement in Board of Health relations?				

BOARD CHAIR				
1. The Board Chair conducts the meeting in a way that moves the business of the Board forward.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. The Board Chair allows adequate time for all sides of an issue to be heard and debated and encourages participation.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. The Board Chair and the Board demonstrates understanding of the Chair's role as the spokesperson for the Board.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

PLANNING AND PRIORITIES				
1. As a Board member, I am aware of the annual goals, priorities and responsibilities of the agency.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. The Board is familiar with the organization's annual budget planning process and is clear with its role.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. The Board ensures the agency's strategic plan is being implemented.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. The Board ensures the agency's strategic plan is considered when making Board decisions.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. The Board has a good understanding of how the organization spends its financial resources.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. The agency has appropriate policies and procedures in place to manage risk.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. Do you have any other comments or suggestions that will help the Board of Health increase its effectiveness?				

ORGANIZATION MISSION, VALUES AND STRATEGIC PLAN				
1. I know the organization's vision and understand my role in ensuring this vision is realized.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. I know the organization's mission and understand my role in ensuring this mission is realized.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. I know the four values of the organization.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. I feel the Board of Health exemplifies the four values of the organization.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. I know the organization's five strategic priorities.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. I have a clear understanding of how the organization is going to achieve the five strategic priorities.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. I have a clear understanding of how the organization measures success.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
8. I am confident the organization identifies areas of improvement and continually works to make improvements.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
9. I enjoy being on the Board of Health, and feel I have had the opportunity and skills to contribute to the success of the organization.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
10. <i>Achieving our Strategic Plan is vitally important to the organization. How can we improve this process?</i>				

COMMUNITY ENGAGEMENT				
1. The role of the organization is well known in our community.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. Our community is aware of the programs and service provided by the organization.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. Board members are well equipped to speak publicly about the role of Public Health and the programs and services it provides.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>

4. Engagement with municipalities is a priority and the organization currently engages with municipalities in a satisfactory way.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. The organization is a valued resource and partner in our local communities.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. Public Health staff at all levels are engaged with key stakeholders.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. Public Health staff at all levels are engaged with the community.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
8. Are there any areas of improvement for the organization to engage with our communities and key stakeholders?				

PERSONAL COMPETENCIES				
1. I know why I am investing my time in the Board of Health.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. I am aware of what skills I bring to the Board of Health and utilize them effectively.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
3. I feel the Board of Health works as a team.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. I feel comfortable asking questions when I don't fully understand the issue.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. I am able to identify my personal training needs for the role of a Board of Health member.				
Strongly Agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. I support the programs and services of the organization in a meaningful way.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
7. Keeping in mind your answer to the above question, how do you provide this support to the programs and services?				

LEADERSHIP				
1. Board members arrive at meetings on time and are prepared to participate fully, to discuss, debate, and make decisions.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
2. Board members support and encourage others in the group to participate fully.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input checked="" type="checkbox"/>	Not Sure <input type="checkbox"/>
3. Board members tolerate differences of views and opinions.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
4. As a board member, I am able to identify and analyze group problems and conflicts, and find creative solutions.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
5. As a board member, I am confident in my ability to express myself and represent my views to Board members during discussions.				
Strongly Agree <input type="checkbox"/>	Agree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly Disagree <input type="checkbox"/>	Not Sure <input type="checkbox"/>
6. <i>Improvements I would like to suggest for the Board of Health.</i>				

ADDITIONAL COMMENTS
1. Our greatest strengths as a Board are: (list up to three)
2. Our greatest challenges as a Board are: (list up to three)
3. What priorities should occupy the Board's time and attention during the coming year or two? (list up to three)
4. How could the Board's organization or performance be improved in the next year or two? (List up to three)

Other

1. I know the four key stakeholders the organization identified in their Community Engagement Action Plan.
2. Is there anything you think the organization could do better if there is another pandemic?
3. New Board members are recruited on the basis of skills, knowledge, experience and required qualities and reflect the diversity of the community served. This includes Board members appointed by the Province and Municipal members appointed by their municipality.

South East Health Unit

ADMINISTRATIVE POLICY MANUAL

Subject: Reserve Fund Policy

Number: xx-xxx

Issued by: Board of Health

Page: 1 of 2

Original Issue: 2025 05

Revised: NEW/yyyy.mm

Purpose/Introduction

To provide guidance on the establishment, maintenance, and use of reserve funds at South East Health Unit (SEHU) to ensure a transparent and accountable financial resources process.

Policy and Procedure

1. The Board of Health (BOH) has the power under s. 417(1) of the Municipal Act, 2001 to establish and maintain reserve funds for contingency, emergency, or other unforeseen expenditures that are necessary for the proper functioning of SEHU and for future capital requirements.
2. Any reserve fund(s) will be established by resolution of the BOH. Except as otherwise expressly provided for herein, contributions to and withdrawals from the reserve fund(s) will be approved by the Medical Officer of Health (MOH) / Chief Executive Officer (CEO) within their Executive Spending Limit of \$250,000 and all contributions to and withdrawals above the MOH/CEO Executive Spending Limit will be approved by resolution of the BOH.
4. Once reserve funds are accessed by the MOH/CEO within their Executive Spending Limit they must inform the BOH of the amount of reserve funds used, the purpose for the use of the reserve funds, identify which reserve fund was accessed, and provide any further information such as replenishment and maintenance of adequate financial reserves.
- 2-3. Establishing and maintaining. This reserve funds will enable the agency SEHU, through the BOH, the Medical Officer of Health (MOH) / Chief Executive Officer (CEO) and staff, to perform its functions and fulfill its obligations under the *Health Protection and Promotion Act*, the Ontario Public Health Standards, and any other applicable legislation, regulation, standard or policy. SEHU will comply with the requirements of funding sources and will follow generally accepted Canadian accounting principles for non-profit organizations.
- 3-4. Audited financial statements shall be presented to the BOH annually that contain information about each reserve fund balance and changes to that balance during the year. SEHU shall endeavour to offset any unexpected expenditures within the annual operating budget for all programs and services, where possible, without jeopardizing programs. When there is an exceptional cost in a given year that cannot be paid out of the annual operating budget, the appropriate reserve fund may be used to mitigate undue hardship on program delivery.
4. Without limiting its ability to establish and maintain other reserve funds,
- 6.

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Commented [AD1]: I note that the draft does not contain any express limits on the total contributions to the reserves funds in any given year nor in their total accumulated value. I assume this was intentional and done with the support of the Governance Committee. Is the language in 3. about complying with GAAP for non-profits intended to cover this without expressly covering it?

Are you expecting any push back from the obligated municipalities?

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South East Health Unit
ADMINISTRATIVE POLICY MANUAL

Subject: Reserve Fund Policy

Number: xx-xxx

Issued by: Board of Health

Page: 2 of 2

Original Issue: 2025 05

Revised:NEW/yyyy.mm

~~7.A.~~ the BOH will establish and maintain a General Operating Reserve which shall be established and maintained as set out below:

~~8.~~

~~8.1~~ (i) General Operating Reserve

The General Operating Reserve shall be funded from retainable surplus funds generated through operations. Drawing funds from this reserve fund will be approved by the MOH/CEO when within their Executive Spending Limit; otherwise, the BOH will approve the use of funds. The MOH/CEO will inform the BOH and make them aware of the situation. One separate bank account will be established to manage and track funds related to the General Operating Reserve and will be separately tracked in the financial system.

B. The BOH may, from time to time, establish Restricted Reserve(s) Funds which shall be established and maintained as follows:

~~3.2~~ (i) Restricted Reserve Fund(s)

Circumstances may arise where funds received or generated must be used for a specific purpose and will need to be 'parked' for a period of time until spent. In these situations, a unique reserve will be created. One separate bank account will be setup to track all Restricted Reserve(s). In the financial system each unique reserve fund will be tracked separately. Drawing funds from this reserve(s) fund will be approved by the MOH/CEO when within their Executive Spending Limit; otherwise, the BOH will approve the use of funds. The MOH/CEO will inform the BOH and make them aware of the situation.

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Commented [AD2]: What about withdrawals from the reserve fund that exceed the MOH/CEO's authorized spending limit? Should we not note that those will have to go to the BOH for approval or at least include language that references the MOH/CEO's Execution Limitations policy?

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Additional Information

1. As required pursuant to s. 417(2) of the *Municipal Act*, 2001 and s. 52(4) of the *Health Protection and Promotion Act*, the BOH shall seek the consent of the councils of the majority of the municipalities within the health unit served by the BOH prior to establishing any reserve fund for the purpose of acquiring real property.

References

Health Protection and Promotion Act
Municipal Act, 2001

South East Health Unit

ADMINISTRATIVE POLICY MANUAL

Subject: Reserve Fund Policy

Number: xx-xxx

Issued by: Board of Health

Page: 3 of 2

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Ontario Public Health Standards

Related Documents

Authorizing Signature:

Dr. Piotr Oglaza
Medical Officer of Health & Chief Executive Officer

**SOUTH EAST HEALTH UNIT
BOARD OF HEALTH POLICIES AND PROCEDURES**

POLICY: Appointment of External Advisors Original Date: July 23, 2025

NUMBER: BOH-2025-05 Revised Date: July 23, 2027

PURPOSE:

To outline the process for appointing external advisors to provide specialized professional services or advice on matters pertaining to the Board of Health's (BOH's) oversight, accountability, and stewardship responsibilities.

POLICY:

External advisors may be retained by the Medical Officer of Health/Chief Executive Officer (MOH/CEO) or designate, as required, subject to the availability of budget and applicable procurement policies of the organization. The BOH will make such appointments in accordance with all applicable legislation and its own By-Laws.

Such advisors may include, but are not limited to the following:

- (i) Legal Counsel,
- (i) Financial Advisors,
- (ii) Accountants or Auditors,
- (iii) Engineers or Property Managers, and
- (iv) Management and Human Resource Consultants.

External advisors will be licensed under the appropriate governing body, where such exists, and will be at arms-length from the members of the BOH.

PROCEDURE:

External advisors, within their area of expertise, shall:

- (i) Perform duties as may be required by the Board, the MOH/CEO or designate,
- (ii) Have a right to access, as required, during reasonable hours, all books, records, documents, accounts, and vouchers of the BOH and SEHU as required in order to complete their duties,
- (iii) Be entitled to require from the members of the Board and from the officers of the Board such information and explanations as, in their opinion, may be necessary to enable them to carry out such duties as are prescribed by the appointment.
- (iv) Be entitled to attend any meeting of the members of the Board and to receive all notices relating to any such meetings that any member is entitled to receive, and to be heard at any such meeting that they attend on any part of the business of the meeting that concerns their area of professional expertise.
- (v) Complete an Oath of Confidentiality and Statement of Privacy, if deemed appropriate.
- (vi) Enter into a Contract for Service, as deemed appropriate.
- (vii) Be regularly evaluated for the quality of service in relation to the contract terms and receive clear expectations and performance feedback.

Commented [AD1]: Note that you are required to have an auditor and must pass a by-law in respect of the appointment of an auditor as per s. 56(1) of the HPPA. We incorporated that into your By-Law No. 2

Commented [AD2]: What about from senior management?

South East Health Unit

formerly



Board of Health Governance Committee Briefing Note

To:	South East Health Unit Governance Committee
Prepared by:	Heather Bruce, Executive Assistant
Approved by:	Dr. Piotr Oglaza, Medical Officer of Health and CEO
Date:	July 8, 2025
Subject:	Adding an Item to the Board of Health Agenda
Nature of Board Engagement	<input checked="" type="checkbox"/> For Information <input checked="" type="checkbox"/> Strategic Discussion <input type="checkbox"/> Board approval and motion required <input type="checkbox"/> Compliance with Accountability Framework <input type="checkbox"/> Compliance with Program Standards
Action Required:	Clarification of Process
Background and Current Status	<p>At the May 28, 2025 Board of Health meeting a question was raised regarding how board members can add an item to the Board of Health agenda.</p> <p>Robert's Rules of Order outlines the following:</p> <p><i>"For a proposed agenda to become the official agenda for a meeting, it must be adopted by the assembly at the outset of the meeting.</i></p> <p><i>At the time that an agenda is presented for adoption, it is in order for any member to move to amend the proposed agenda by adding any item that the member desires to add, or by proposing any other change.</i></p> <p><i>It is wrong to assume, as many do, that the president "sets the agenda." It is common for the president to prepare a proposed agenda, but that becomes binding only if it is adopted by the full assembly, perhaps after amendments as just described."</i> (RONR (10-th ed.), p. 363, 1.8-20; see also p. 16 of this book)</p> <p>According to South East Health Unit's By-law #1 Section 32 Agenda:</p> <p><i>"Any member wishing to introduce business additional to that set out in the agenda must make the request during the "Approval of the Agenda" portion of the agenda and must receive unanimous consent by the members present to introduce additional business. If unanimous consent is not obtained, the member may give notice of motion to discuss the business at the next regularly scheduled meeting of the Board. The motion must be seconded."</i></p> <p>If a board member wishes to add an item to the Board of Health agenda at the meeting there are established practices as outlined in Robert Rules and By-law</p>

	<p>#1 as presented above. If however a board member wishes to add an item to the Board of Health agenda in advance of the Board of Health meeting the following criteria could be considered:</p> <ul style="list-style-type: none"> • Submit agenda item in advance to the Board Chair and Medical Officer of Health • Allow sufficient lead time before the scheduled meeting for staff to prepare the agenda. (i.e. 2 weeks) • Item should pertain to the Board's governance, oversight, or fiduciary duties • Item should be of sufficient importance to warrant Board discussion and potential action • Agenda item should include any necessary supporting documentation, background information, and clearly stated objectives
Recommendation:	Clarify for Board members the process for adding an item to the Board of Health agenda.

SOUTHEAST HEALTH UNIT GOVERNANCE COMMITTEE WORKPLAN 2025

Item 8.4.

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Status
Nomination of Chair and Vice Chair – prepare a list of qualified candidates to be presented for election at the first Board meeting of the year	x												Completed
Review Board policies, by-laws and Committee terms of reference every two years													
• Running Amendment List taken to the Board						x					x		Ongoing
• Creation of By-Laws #1, #2 and #3	x												Completed
• Creation of Terms of Reference for Governance and Finance Committees	x												Completed
• Creation of new SEHU policies					x		x		x	x	x	x	Ongoing
Conduct performance evaluation of MOH/CEO at a minimum every two years													2026
Prepare a Board member knowledge and skills inventory related to Board Functions										x			
• Conduct Skills Inventory Survey											x		
Organize orientation and continuing education and training for Board members						x			x				alPHa Governance Training – June 25 2025 Further training slated for Sept 24 2025
• Creation of SEHU Orientation Binder											x		Ongoing

SOUTHEAST HEALTH UNIT GOVERNANCE COMMITTEE WORKPLAN 2025

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Status
Conduct Board self-evaluation and make recommendations for improvement every two years.											x		
Ensure risk management program is in place and reviewed regularly.									x				
Report to the Board conflict of interest matters as necessary.												x	
Recruit and recommend community members for consideration for appointment as provincial appointees to the Board.													Dependent on vacancies.
Develop an annual Committee budget and submit it to the MOH to be included in the overall Board of Health’s budget.										x			
Monitor for compliance with all government-related statutory requirements including OPHS, the Public Health Funding and Accountability Agreement and other key funding contracts.													Ongoing