

**CALL FOR NOMINATIONS  
HAMILTON URBAN CORE  
BOARD OF DIRECTORS**

To: Community Partners and community members

From: Maxine Carter, Chair, Board of Directors

Re: Call for Nominations, Hamilton Urban Core, Board of Directors

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We are issuing this Call for Nominations for the Hamilton Urban Core Community Health Centre (HUCCHC) Board of Directors.

Hamilton Urban Core is an inner-city health center committed to ensuring health and well-being to the populations it serves. Its mission is “strong core, healthier lives”.

Hamilton Urban Core is committed to anti-racism and being an agent of change – addressing systemic barriers that impact the lives of the people we serve. The Core provides comprehensive primary health care and wrap-around services to people who live in poverty, new immigrants and refugees, racialized communities and people who use drugs.

It is an exciting time to be part of the HUCCHC Board of Directors. The Board is leading a vibrant organization in a time of immense change and opportunity. We are in the midst of a very exciting capital project with a new building to be completed by fall 2023, a new executive director, a new leadership role in Consumption Treatment Services, and much more.

Joining this Board will be an excellent opportunity for community-minded individuals, with true leadership abilities. The Board follows the Policy Governance model. Your role as a Director will be to communicate with the communities we serve (the moral owners), set policy, monitor the Executive Director and ensure good governance.

Successful candidates will demonstrate a passion for our mission and commitment to the values of the organization. Successful candidates will be expected to work in a strong team environment, with keen analytical skills and the ability to be a visionary. We prefer candidates who have previous board experience, but we are willing to extend opportunities to exceptional individuals who will commit to learning.

## **CURRENT PRIORITIES:**

*Specifically, the Board will consist of members who bring a diversity of lived experience or who work with the following populations groups or communities.* Given the current attribute mix on the Board, the HUCCHC Board of Directors is particularly looking for candidates that identify as:

- Women and gender diverse
- Members of the Two-Spirit and LGBTQ+ communities
- South Asian or Arabic communities
- Have experience with using drug

The HUCCHC Board of Directors encourages applications from individuals who reflect these diverse identities. All individuals have multiple identities and the intersection of these identities are also important perspectives that our Board values. We fully understand that one person could belong to more than one of these priority groups and we strongly encourage applications from candidates who reflect this diversity.

See enclosed in this letter, the background that should be reviewed by people who would consider joining this board. If this background inspires you to want to be part of a Board of Directors, we welcome you to submit your application.

Interested candidates are required to:

- ☐ complete an Application Form;
- ☐ answer questions identified in the Letter of Interest;
- ☐ sign the Declaration of Commitment; and
- ☐ include a 150-250 word Bio.

The nomination/application materials (Application Form, Letter of Interest and Declaration of Commitment) are to be sent, in confidence to [hucchcboard@hucchc.com](mailto:hucchcboard@hucchc.com). Subject: Call for Nominations

Sincerely,



Maxine Carter  
Chair  
Board of Directors



## **The Hamilton Urban Core Background for Candidates interested in joining the Board of Directors**

This document provides guidelines for board composition, attributes for policy governance and responsibilities for HUC Board of Directors that you should consider when deciding if you are a good candidate for the HUC Board of Directors.

### ***I. HUC Mission, vision and Values:***

We are looking for Board members who are committed to striving to achieve the Mission, Vision and Values of Hamilton Urban Core. HUC is committed to anti-racism and to being an agent of change that addresses systemic barriers to good health.

#### **Mission Statement**

**Strong Core, Healthier Lives**

#### **Vision Statement**

Hamilton Urban Core Community Health Centre is a community-based agency mandated to provide primary health care services.

We believe that Hamilton Urban Core Community Health Centre is integral to the community in which we exist and serve. We believe that peace, shelter, food, income, a stable ecosystem, sustainable resources, social justice and equity are fundamental conditions to the health and well-being of individuals and communities. We recognize that a healthy community can only be achieved through collective action.

#### **Our vision for Hamilton Urban Core Community Health Centre is:**

- of a centre where people have equitable access to health and well-being, as it is free of systemic barriers;
- that people are in control of their health and destiny, individually and collectively;
- *of an environment in which people are treated with respect and dignity;*
- of belonging to a healthy community in which there is collective responsibility to take care of one another and the environment; and
- of being an agent of change which influences and challenges social, economic and political structures and policies to achieve access, equity and equality in primary health care.

## Values & Beliefs

We believe that:

- all people have a right to be treated with dignity and respect;
- primary health care and services must be accessible, available and appropriate, and be directed towards addressing the specific issues of people who experience barriers to access;
- all forms of oppression including racism, sexism, ableism, heterosexism, ageism, classism and economic oppression impact the health and well-being of individuals and communities;
- people essentially have an understanding of their own health and health needs, and have the right to informed choice; and
- focusing on the most disadvantaged will benefit everyone in the community and society.

## II. *Attributes for HUC Director of the Board*

### 1.0 **Ends:**

As a Board, HUC strives to meet the following ENDS (outcome) policies:

- Because Hamilton Urban Core Community Health Centre exists people are healthier with no barriers to health and well-being.
- Our highest priority is that those living in poverty will have their health needs met in a welcoming environment that is easy to access.

HUC serves as priority populations, people who live in poverty, racialized communities, new immigrant and refugees, and people who use drugs. HUC provides services through a Consumption Treatment Services program.

### 2.0 **Minimum Requirements for Board members**

- 2.1 A minimum of 18 years of age.
- 2.2 Not a staff member and no member of your family is a staff member.
- 2.3 To be a member of HUC

### 3 **Aspirational Attributes for the Board as a Whole:**

**3.1 HUC Catchment area:** According to the by-laws, ideally a majority of the board members will live within the HUC catchment area and the others will have a connection to the community through work or as a volunteer. Hamilton Urban Core catchment area is bounded by Locke Street (west), Sherman Street (east),

Barton Street (north) and the Mountain Brow (south). This applies predominately where resources are most limited, for example primary health care. Many programs areas service the City of Hamilton

**3.2 Gender Mix:** The board strives to have a mix of genders and recognizes and welcomes gender diversity.

### **3.3 Reflective and Inclusive of the Moral Owners of HUC**

Collectively, the Board will be reflective and inclusive of the moral owners of HUC and the people served by HUC. Specifically, the Board will consist of members who bring a diversity of *lived experience* or *who work with the following populations groups or communities*

- Racialized communities
- Refugees and Immigrants
- People who have experience living in poverty, have mental health challenges and who are socially isolated:
- People who have experience with using drugs

### **CURRENT PRIORITIES:**

Given the current attribute mix on the Board, the HUC Board of Directors is particularly looking for candidates with the following diversities:

- Women and gender diverse
- Are members of the Two-Spirit and LGBTQ+ communities
- Are from the South Asian or Arabic communities.
- Have experience with using drug

The HUC Board of Directors encourages applications from individuals who reflect this diversity. We fully understand that one person could belong to more than one of these priority groups and we strongly encourage applications from candidates who reflect this diversity.

## **4.0 Attributes of Every Director:**

**4.1** HUC is looking for the following knowledge, expertise and/or lived experience with every director:

- **Advancing Hamilton Urban Core:** knowledgeable about and dedicated to the HUC's vision, mission, values and Ends (strategic directions);
- **Health Equity:** commitment to, and understanding of health equity through an anti-racism lens, with a focus on anti-black racism;
- **Commitment to working with the vulnerable people in Hamilton:** commitment to improving health outcomes for the vulnerable population in the

core of Hamilton, including people who live in poverty, racialized communities, immigrants and refugees, and people who use drugs;

- **Comprehensive Primary Health Care as reflected in the Model of Health and Well-being:** understands comprehensive primary health care, inclusive of the social determinants of health; and
- **Agent of Change:** understands that the HUC is an agent of change for the vulnerable peoples and communities it serves, including the underlying systemic problems and political forces impacting the HUC and the health system.

## **5.0 Expertise of the Board as a whole:**

### **5.1 Policy Governance:** experience of governance principles and practices

- HUC operates with a policy governance framework and is committed to this model.
- If you do not have experience in this model, appropriate training will be provided.

### **5.2 Strategic Planning:** experience of strategic planning processes

- HUC will be undergoing a new strategic plan so experience in this area is welcome.

### **5.3 Financial Literacy:** ability to understand the financial position of the HUC as presented in its financial statements

- While we do not expect members to be accountants, we anticipate that several board members will feel comfortable working with auditors and reading financial statements.

## **Desirable Board Member Attributes under Policy Governance®**

Hamilton Urban Core is committed to a Policy Governance model. To see if you are the right fit for this model, please see below the attributes that describe the desirable Board attributes under policy governance. These are best practices as developed by Catherine Raso, a published expert in Policy Governance.

1. Vitally interested in the organization and its general mission.
2. Some degree of knowledge pertinent to the organization's Ends (not necessarily the means/operations in any detail).
3. Good at seeing the big picture, and comfortable with an Ends focus instead of a Means (operational) focus.
4. Understand that allegiance, fidelity and stewardship is to the owners, not Management.
5. Foresighted (intuitively seeing the effects of actions into the future, through uncertainty and complexity).
6. Good at conceptualizing.
7. Smart and wise (good judgment, sagacious, not from a special competency, but from ability to see the big picture, strategically perceptive, capacity for imagination).
8. Aware (intellectual alertness);
9. Good at team dynamics and group skills (emotional intelligence work).
  - Trustworthy (loyalty coupled with integrity) and willing to live by the rules (the board's rules) (Not likely to be a maverick, for example, abusing power. This is different than an individual capable of courageous dissent within the scope of board discussion. That is desirable.)
  - Capable of noticing common interest among members and inventing win-win proposals, (the blending of humility and loyalty).
  - Knowledgeable in what is involved in the Ends issues under consideration.
10. Possessing moral courage, willing and able to make hard decisions.
11. Time.
12. Willing to support (or be loyal to) group decisions once made.

### III. ***Responsibilities and Expectations of the Hamilton Urban Core Directors***

#### **1.0 Commitments:**

The Board of Directors is committed to being reflective and inclusive, and having Directors who bring a diversity of knowledge, expertise and lived experiences that will ensure effective governance that affirms the mission, vision, and values of the Hamilton Urban Core.

As a policy governance Board that governs through Inclusive Leadership, all Directors are collectively responsible to ensure that the voices of the members are represented, and information is shared.

Each Director is not representing specific organizations; instead, each Director must reflect on and understand the ways in which their perspectives are informed by their lived experiences. Once appointed or elected, the role of the Directors is to ensure that the whole Board is accountable to, and representative of the community.

Each Director acts in a position of trust for the broader community. As per the attributes for each director, this means that each Director must be prepared to demonstrate their commitment to:

- **Advancing Hamilton Urban Core:** knowledgeable about and dedicated to the HUC's vision, mission, values and Ends (strategic directions);
- **Health Equity:** commitment to, and understanding of health equity through an anti-racism lens, with a focus on anti-black racism;
- **Commitment to working with the vulnerable people in Hamilton:** commitment to improving health outcomes for the vulnerable population in the "core: of Hamilton including people who live in poverty; racialized communities; immigrants and refugees; and people who use drugs
- **Comprehensive Primary Health Care as reflected in the Model of Health and Wellbeing:** understands comprehensive primary health care, inclusive of the social determinants of health; and
- **Agent of Change:** understands that the HUC is an agent of change for the vulnerable peoples and communities it serves; including the underlying systemic problems and political forces impacting the Hamilton Urban Core and the health system.

These commitments are to be demonstrated through self-reflection, skills development, meaningful participation in Board work, and taking ownership of decisions of the Board.

#### **2.0 Accommodations**

The Board is committed to reducing and eliminating barriers. Directors can, at any time during their term, request accommodations in order to facilitate participation in Board activities.



Each accommodation request will be discussed on an individual basis, in confidence.

### **3.0 Board and Committee Meetings**

There are generally 10 monthly Board meetings per year with summer meetings only as required.

Board meetings are usually held at the HUC office and are generally held Thursday evening (although due to COVID, meetings are now held by Zoom, until further notice).

Meeting agendas are sent out approximately one week prior to the meeting. The HUC covers meeting costs including meals for the meetings and teleconference costs.

In addition to Board meetings, Directors are expected to attend/participate in:

- orientation for new Directors
- training in Policy Governance (if required); and
- training in anti-racism.

Directors are also expected to participate on Board Committees, and/or participate in other Board-related activities.

Committee meetings often take place between Board meetings and can be hosted at the HUC with participation in-person, via telephone, zoom and/or other virtual platforms. The amount of time required depends on the Committee or activity.

### **4.0 Preparation Time:**

There is approximately 3 hours of preparation time before each Board meeting plus reading for committee meetings. Preparation time may be increased during your first year and depending on the work of the Board.

### **5.0 Officers**

Officer positions on the Board are: Chair, Vice-Chair and Secretary/Treasurer. The Board is committed to succession planning, and each Director has an opportunity to take on one of the Officer positions. Support including skills training will be provided, as required.

### **6.0 Supports**

To fulfil their role, Directors will receive the following support:

- access to training and resources to build capacity; and
- administration support from HUC.

### **7.0 Term of Office**

Directors are elected for a 3-year term and are eligible to serve for up to three consecutive terms.