

Ontario Healthy Workplace Coalition

Terms of Reference

1.0 Description of the Coalition

The Ontario Healthy Workplace Coalition (OHWC) is an independent, not-for-profit body. The purpose of the Coalition is to serve as a unifying structure across the province, helping to facilitate communication among workplace health stakeholders, coordinating resources to address duplication and gaps, and promoting the importance of using a comprehensive approach to create healthy and safe workplaces in Ontario.

2.0 Structure

The Coalition is comprised of the following elements:

- The **Membership at Large**, who elect the Steering Committee.
- A **Steering Committee** that provides leadership and direction for the Ontario Healthy Workplace Coalition.
- An **Executive Committee** that handles decisions related to day-to-day operations that don't require input from the entire Steering Committee.
- **Standing Committees** that are related to the core functions of the Coalition and have a long-term focus.
- A **Secretariat**, under the direction of the Executive Committee, that provides support to the Steering Committee, the Executive Committee, the Standing Committees, and Task Forces.
- **Task Forces** that will be struck as needed in order to undertake specific, time-limited tasks.

3.0 Membership of the Coalition

Membership in the Coalition is open to any workplace health stakeholder, and representatives from the public sector, private sector, and not-for-profit sector. There are several levels of membership, with organizational, individual, and student rates available. Voting would be organizationally based, with one vote per organization. In order to become a member, a registration form would be completed and an annual fee paid.

3.1 Membership of the Steering Committee

The Steering Committee will be comprised of elected members, the secretariat, and additional appointed members:

- Chair/Co-Chairs
- Vice-Chair
- Past Chair (ex-officio; non-voting)
- Secretary
- Treasurer
- Secretariat representative (ex-officio; non-voting)
- Communication Lead
- Advocacy Lead
- Capacity Building Lead
- Resource Integration Lead

To ensure representation of all sectors on the Steering Committee, one representative from each of the following categories will be elected: Public Health; Occupational Health and Safety Council of Ontario (OHSCO) and Associates; Public Sector; Non-Governmental Organization (NGO); Private Sector Large Business Employer (100 employees+); Private Sector Small Business Employer (less than 100 employees); Union/Organized Labour; Workplace Health Service Provider (other than Public Health); Workplace Health Academia/Research. It would be the responsibility of the Nominating Task Force to ensure that there are nominees from each of the different categories mentioned above. If there were a category without representation, the new Steering Committee would appoint additional Committee members to ensure representation from each sector.

3.2 Membership of the Executive Committee

The Executive Committee will be comprised of the following members of the Steering Committee:

- Chair/Co-Chairs
- Vice-Chair
- Secretary
- Treasurer
- Secretariat

3.3 Membership of the Standing Committees

The number and type of members will be determined based on the task. The tasks will correspond with each of the core functions of the Coalition:

- Communication
- Advocacy
- Capacity Building
- Resource Integration

The chair of each Standing Committee must be from the Steering Committee. Members of a Standing Committee could include those outside of the formal, registered membership of the Coalition.

3.4 Membership of the Task Forces

The number and type of members will be determined based on the task. An example might be a Nominating Task Force struck several months prior to an election. The chair of each Task Force may or may not be from the Steering Committee, but must be part of the formal Coalition membership. The Task Force would report back to the Steering Committee. Members of a Task Force could include those outside of the formal, registered membership of the Coalition.

4.0 Terms of Office

4.1 Steering Committee Terms of Office

- Each Steering Committee member is eligible for a minimum 1-year, maximum 2-year term. Committee members have the choice to stay a second year.
- Expiry of terms will be phased across all members to the degree possible so not all members turn over in the same year. Members may run for re-election after the second year.
- Vacancies can occur and the Steering Committee would continue to carry on, as long as there are at least 50% of the Committee members present at the meeting (quorum). If there is a quorum, decisions can be made by the Steering Committee to appoint a replacement right

away, or defer until Coalition members can be consulted. If there were not a quorum of Steering Committee members, the decision about vacancies would be deferred until the next meeting, when there are additional members present. The fiscal year will run from April 1 of the current year until March 31 of the following year.

4.2 Standing Committees Terms of Office

- Terms of office for Chairs of the Standing Committees would be determined as indicated above (minimum 1-year; maximum 2-year).
- Terms of office for members of these Committees would be determined once the Standing Committee was struck.

4.3 Task Forces Terms of Office

- Terms of office for Chairs of the Task Forces would be determined once the Task Force was struck. This could be a non-elected position (if, for example, no member of the Steering Committee is available).
- Terms of office for members of these Task Forces would be determined once the Task Force was struck.

5.0 Roles and Responsibilities

5.1 Officers of the Steering Committee

- a) **CHAIR/CO-CHAIRS**– The Chair shall, when present, preside at all meetings of the members of the Coalition and of the Steering Committee. He/she shall also be charged with the general management and supervision of the affairs and operations of the Coalition. The option exists for a Co-Chair position with two people sharing the position. The Chair/Co-Chairs or other officer appointed by the Steering Committee shall sign all official documents. During the absence or inability of the Chair/Co-Chairs, the Vice Chair would exercise the duties and powers of the Chair/Co-Chairs.
- b) **VICE-CHAIR** – The Vice-Chair shall serve as leader of the Coalition in the Chair’s absence and shall preside at meetings of the Coalition in the Chair’s absence. He/she will undertake any duties assigned by the Chair. The Vice-Chair does not automatically assume the Chair position.
- c) **PAST-CHAIR** – The Past-Chair shall attend all meetings and provide continuity between the Past-Chair and current Chair. He/she will undertake any duties assigned by the Chair.
- d) **SECRETARY** – The Secretary shall attend all meetings of the Steering Committee and record all the facts and minutes of all proceedings in a book kept for that purpose. He/she shall be custodian of the official documents of the Coalition. He/she shall give all required notices to the members of the Steering Committee and the Coalition and perform other duties that may be determined by the Steering Committee.
- e) **TREASURER** – The Treasurer shall report to the Steering Committee on the current financial status of the Coalition and take the lead on decisions related to the financial affairs of the

Coalition. He/she shall be in regular communication with the Secretariat with respect to financial issues. He/she shall also perform such other duties as may from time to time be determined by the Steering Committee.

- f) **SECRETARIAT** – The secretariat support includes administrative functions such as banking, accounting, communication, resource dissemination and other services that are deemed appropriate. Financial activities could include such things as: presenting full and accurate accounts of all receipts and disbursements of the Coalition in proper books of account, depositing all moneys or other valuable effects in the name and to the credit of the Coalition, and disbursing the funds of the Coalition under the direction of the Steering Committee (based on the policies and procedures of the Secretariat).

For the following Standing Committees, the Committee Lead will oversee the standing committee. The Steering Committee representative shall act as Lead of the Standing Committee and chair the committee.

- g) **COMMUNICATION LEAD** – The Communication Lead will chair the Communication Standing Committee that will focus on internal communication with the membership and external promotion of the Coalition and its activities.
- h) **ADVOCACY LEAD** – The Advocacy Lead will chair the Advocacy Standing Committee that will develop key messages about the comprehensive workplace health approach and liaise with stakeholders to influence public policy.
- i) **BUILDING CAPACITY LEAD** – The Building Capacity Lead will chair the Building Capacity Standing Committee that will develop a membership strategy and coordinate the planning of the annual Coalition meeting and other special events or training sessions.
- j) **RESOURCE INTEGRATION LEAD** – The Resource Integration Lead will chair the Resource Integration Standing Committee that will coordinate workplace health resources across the province to address duplication and gaps.

5.2 Steering Committee

The Steering Committee will:

- Establish goals and objectives and a financial plan.
- Meet regularly to monitor and review financial progress and to evaluate progress in terms of goals and objectives.
- Review the financial statements regularly.
- Ensure that activities remain consistent with the operating budget and the strategic direction.
- Work with the appointed independent auditors of the Secretariat to review year-end statements and evaluate internal control systems.
- Send reports of its meeting to the membership as deemed appropriate.
- Support the activities of Standing Committees.
- Strike Task Forces to undertake specific tasks.
- Oversee the allocation of all operating funds as required.
- Approve the terms of reference for Standing Committees/Task Forces.

- Establish an annual workplan in consultation with the membership and provide leadership to action items arising from the plan.
- Liaise with the Forum on the Advancement of Healthy Workplaces to collaborate where appropriate.

5.3 Executive Committee

- Manage the day- to- day affairs of the Coalition.
- Perform other tasks as deemed appropriate by the Steering Committee.

5.4 Standing Committees/Task Forces

- Recruit volunteer members who can commit two to four hours a month.
- Schedule a face-to-face meeting at the beginning of the fiscal year and then periodic teleconferences subsequently.
- Develop and review terms of reference that are specific to the needs of their Committee/Task Force.
- Determine the roles and responsibilities of each member.

Communication Standing Committee

The Communication Standing Committee will be responsible for the OHWC internal and external communication, and will:

- Develop a Communications Plan.
- Identify key messages.
- Initiate and respond to correspondence.
- Disseminate information updates to members, stakeholders, and virtual community.
- Develop logo and letterhead.
- Develop website.
- Prepare social marketing tools, promotional pieces, e.g. brochures, posters and other vehicles.
- Prepare annual meeting materials.
- Develop position papers.

Advocacy Standing Committee

The Advocacy Standing Committee will:

- Develop roles, goals and objectives.
- Develop a comprehensive advocacy action plan with detailed workplans.
- Develop key messages that define a comprehensive workplace health approach.
- Act as a consultant and provide a supportive role for all stakeholders within comprehensive workplace health.
- Act as a liaison with stakeholders, including other associations, federal / provincial counterparts, and educational institutions (e.g. National Quality Institute, Forum on the Advancement of Healthy Workplaces).
- Position OHWC as part of the Ontario Chamber of Commerce.
- Request information and address issues that surface that may enhance or impede the health of the workplace.

- Take an interest in influencing provincial politics relating to healthy workplace strategies (e.g. policy development and implementation).
- Advocate representation of OHWC on specific committees, forums, and roundtables.
- Draft a Letter of Intent for Ministry of Labour (in response to Minister's letter).
- Determine other funding sources.

Building Capacity Standing Committee

The Building Capacity Standing Committee will:

- Develop a membership strategy.
- Coordinate the planning of the annual Coalition meeting and other special events or training sessions.
- Take on specific tasks and / or the development of an aspect of the final product by each member (or working in tandem with another member(s) of the committee).

Resource Integration Standing Committee

The Resource Integration Standing Committee will:

- Coordinate workplace health resources across the province to address duplication and gaps.
- Develop a strategy to create a clearinghouse including:
 - Identifying sources of information.
 - Designing a database to be housed on the Coalition's website.
- Prepare a marketing strategy in consultation with the other committees.
- Identify sources of funding for the project and prepare proposals.

6.0 Meetings of the Coalition

6.1 Frequency

The membership will be invited to meet face-to-face once annually for at least one full day.

6.2 Format

The format of the annual Coalition meeting will be determined by the Steering Committee in consultation with the membership approximately six months in advance of the meeting. It may be held in conjunction with another event (e.g. Workplace Wellness Conference), or a Coalition professional development opportunity.

6.3 Leadership

The Steering Committee will provide leadership in planning the meeting, through the Building Capacity Standing Committee. The Building Capacity Standing Committee will take the lead on planning the agenda and on facilitating the Coalition Meeting, in collaboration with the Steering Committee and other Standing Committees. The Secretariat will take responsibility for the communication and logistics associated with the meetings.

7.0 Meetings of the Steering Committee

7.1 Frequency

The Steering Committee will meet a minimum of six times per year with at least two meetings being face-to-face. Teleconferences and webconferences will be used between the face-to-face meetings. Dates for the meetings will be set for the full year in advance. Additional meetings will be scheduled as needed.

7.2 Leadership

The Chair will call the meetings and provide leadership in planning the meeting agendas in consultation with others as needed. The Chair will lead the discussion during the meetings. The Secretariat will take responsibility for the communication and logistics associated with the meetings.

7.3 Format

Steering Committee meetings are normally “closed” meetings, unless otherwise designated, in terms of attendance, although minutes will be made available to all Coalition members.

8.0 Meetings of the Standing Committees

8.1 Frequency

The Standing Committees will try to meet face-to-face at the beginning of the fiscal year and then by teleconferences as required throughout the year.

8.2 Leadership

The Standing Committee Leads will call the meetings and provide leadership in planning the meeting agendas in consultation with others as needed. The Leads will chair the discussion during the meetings. The Secretariat will support the coordination of the meetings.

8.3 Format

Standing Committees are normally “closed” meetings, unless otherwise designated, in terms of attendance, although Minutes will be made available to all Coalition Members.

9.0 Communication

9.1 Meetings

Steering Committee and Coalition meeting agendas and minutes will be managed by the Secretariat. The Secretariat will post approved minutes to an appropriate site for viewing by members of the Coalition.

9.2 Notices

An electronic method such as a list-serve would be available to communicate regularly with members and keep them informed. This may be part of another system but this section will be available only to members of the Coalition.

10.0 Policies and Procedures

10.1 Remuneration

The Steering Committee members will receive no remuneration for acting as such except for any reasonable personal expenses, including travel costs, incurred in acting in the interest of the Coalition.

10.2 Voting Procedures

Each member organization in good standing (annual membership fee paid in full), shall be entitled to one vote on each question arising at any special or general meeting of the members and one vote for the election of each Officer of the Steering Committee. For the first election only, *members in good standing* will be defined as those organizations listed on the invitation list and those who attended the March 2007 Symposium (one vote per organization). Commencing with the second election in 2009, the criteria of *annual membership fee paid in full* will apply. Members may vote through a duly authorized proxy.

The members will elect all Officers of the Steering Committee to fill vacancies at the annual meeting. Members will elect people to the Steering Committee as a whole, rather than to specific positions.

10.3 Representation

Requests for representation from the Coalition to other groups, meetings or committees will come to the Steering Committee who will designate the appropriate representative from among the full membership.

10.4 Decision-Making Process

The first step is to clearly define the decision to be made and ensure that all information relevant to the decision has been shared. The Steering Committee will use the ‘consensus model’ when making decisions; whereby a collective opinion is arrived at by a group of individuals working together under conditions that permit open and supportive communication, such that everyone in the group believes she or he has had a fair chance to influence the decision and can support it to others.¹

In the case where reaching a consensus is a challenge, the Meeting Chair will ask if members “can live with the decision, or position” and if not what could be changed that would make the difference for them. The process will continue in this fashion until the entire group reaches a point where they can live with the decision or position. If this does not happen it may signify that the group is not ready to make a decision at this time. However, if the decision must be made, and consensus cannot be reached then the majority view, obtained by vote, would rule.

¹ RNAO Healthy Workplace Environment Best Practice Guideline: Collaborative Practice in Nursing Teams, RNAO, 2006.

The decision-making process will reflect the following format: open discussion, negotiate to resolution as outlined above, use round the table approach to provide an opportunity for each member to make a comment re agreement (especially important on teleconferences), silence generally is understood as agreement, and the final decision will be put in minutes.

The decision-making process in relation to development of documents, reports, letters and the like is as follows:

1. Steering Committee Member produces draft
2. Steering Committee or a few designated members have input into development of first draft if possible. Secretariat may support distribution of documents throughout the process.
3. Steering Committee Member sends draft out for input from identified sources with deadline for feedback submission (round 1)
4. Steering Committee Member revises draft as per feedback
5. Steering Committee Member then sends out revised draft to other members for a final look (round 2) [feedback should then only be provided if a member has a problem with content and does not feel right about adding their name to the communication piece]
6. Draft sent for sign off from Co-Chairs.
7. Communication then sent out by Secretariat.
8. This process may be reviewed as required.

Types of decisions and specific requirements include:

(See table on next page)

Type of Decision	Process	Who Involved	Comments
Financial/Liability Decisions	Decision made and recorded in the minutes	All Steering Committee members*	Consensus decision making for budget approval, and for other financial decisions, using the budget as a guide, while adhering to generally accepted accounting principles.
Strategic and Policy Level Decisions	Decision made and recorded in the minutes	All Steering Committee members*	Consensus decision making
Program Operational Level Decisions	<p>Steering Committee makes operational decisions that are not already delegated to a specific Standing Committee</p> <p>Standing Committees make decisions within budget, and scope of their mandate, reflecting overall policy and strategic plan.</p> <p>Standing Committee recommends decisions or raises issues that will reflect on budget and or policy, and/or are outside the scope of their mandate and bring to Steering Committee for decision</p>	<p>All Steering Committee members*</p> <p>Standing Committees and Leads</p> <p>Standing Committee Leads bring to Steering Committee* for decision</p>	<p>Consensus decision making</p> <p>Decisions brought to Steering Committee for information</p> <p>Decisions made by Steering Committee and communicated to Standing Committee by Leads</p>

*For issues requiring a quick decision, when not all the Steering Committee members are available to be polled, the Executive Committee has the power to make decisions on behalf of the Steering Committee. Such decisions will be communicated to all Steering Committee members.

10.5 Conflict Resolution Process

The parties shall in good faith first endeavour to engage in and facilitate early discussions and expeditious resolution of complaints, including the timely and full disclosure of information related to any matters in dispute. If a dispute should arise, which cannot first be resolved in good faith between or among the parties, the following procedure should be followed.

1. If there is a conflict between Steering Committee and/or Standing Committee members or between Steering Committee or Standing Committee members and OHWC stakeholders related to OHWC business, following identification of the conflict by self or other, the Parties will first attempt to mutually agree to fix the problem and give each other 30 days to resolve the differences.
2. If the Parties are unable to settle their differences, they agree to involve the OHWC Chair/Co-Chairs or designate who, acting in a neutral manner, will work with the Parties and attempt to help them resolve the differences or at least reach a mutual understanding that their differences will not interfere with committee, subcommittee or overall OHWC functioning and their contribution to the OHWC.
3. If after a further 60 day period, no resolution is possible, or if the differences are not managed despite an agreement, as outlined above, the parties in conflict agree that the members will be asked to withdraw from working together on OHWC matters.

10.6 Sponsorship Guidelines²

Sponsorship is defined as a mutually beneficial arrangement negotiated between OHWC, through its Steering Committee, and organizations based on the OHWC vision and mission. The details of such an agreement will be in compliance with OHWC guiding principles.

To this end, the Steering Committee shall ensure that:

- Sponsorships from organizations whose products, services and policies are incompatible with the mandate of the OHWC are not accepted.
- Multiple sponsorships of any one event are normal practice. Single sponsorship will not be accepted with an event in situations where the sponsor could be seen as having influence over OHWC decision-making, or of OHWC endorsement of the sponsor of its products and services.
- Sponsors will not determine OHWC policy, practices, or in any way influence OHWC decision-making.
- OHWC reserves the right to refuse or terminate any sponsorship of any event, initiative or activity.
- OHWC will determine the final wording and placement of sponsor acknowledgements. The acknowledgement wording will refer to the nature of the activity, will indicate that it is supported by the sponsor, and will provide the sponsor name.

² Adapted from Sponsorship Guidelines, Registered Nurses' Association of Ontario, 2004, used with permission.

- The acknowledgement of sponsorship must follow OHWC branding practices.
- The OHWC logo/letterhead may not be used on any publications or exhibits without prior approval of the Steering Committee.
- Sponsors may refer to the fact that they have sponsored OHWC activities, events, publications or awards in their promotional material, but no characterization of the sponsorship relationship shall be taken or used as evidence of OHWC endorsement of the sponsor or of any of the sponsor's products or services. The sponsor is to work with OHWC to develop appropriate wording.

Terms of Reference are to be reviewed bi-annually.

Draft Developed: February 2006

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Draft Approved by Acting Steering Committee: May 2007

Final Approved by Steering Committee: xxxx