

POL-101**Title: *Role of the Board***

| | |
|---------------------------|--|
| Type: | General Management |
| Authority: | Board |
| Related Documents: | POL-102 Mission, Vision & Values POL-103 Planning POL-104 Board Member Job Description POL-116 Board Committee Structure Grey Bruce Hospice Inc. By-Laws |

Preamble

It is the policy of the Grey Bruce Hospice Inc. (GBH) Board to ensure that the Board and its members have an understanding of its governance role.

Policy Statement

The Board is responsible for the overall governance of the affairs of GBH. Each director is responsible to act honestly, in good faith and in the best interests of the organizations and in so doing, to support GBH in fulfilling its mission and discharging its accountabilities.

101.01 Role in Strategic Planning and Mission, Vision, and Values

1. The Board participates in the formulation and adoption of the hospice's mission, vision, and values. [See POL-102 Mission, Vision & Values].
2. The Board ensures that the hospice develops and adopts a strategic plan that is consistent with the organization's mission and values, which will enable the hospice to realize its vision. [See POL-103 Planning].
3. The Board participates in the development of the strategic plan and ultimately its approval.
4. The Board oversees GBH operations for consistency with the strategic plan and strategic direction.
5. The Board receives regular briefings or progress reports on implementation of strategic directions and initiatives.
6. The Board ensures that its decisions are consistent with the strategic plan and the mission, vision and values.
7. The Board conducts regular reviews of the strategic plan.

101.02 Quality and Performance Measurement and Monitoring

1. The Board is responsible for establishing a process and a schedule for monitoring and assessing performance in areas of Board responsibility including:
 - a. Oversight of management performance;
 - b. Quality of resident and family/caregiver care and services;
 - c. Financial conditions and resources;
 - d. External relations; and
 - e. Board's own effectiveness and governance oversight.
2. The Board shall ensure that management has identified appropriate measures of performance in accordance with the Excellent Care for All Act (ECFAA) legislation, in the development of an organizational Quality Improvement Plan (QIP), consistent with HPCO Accreditation standards.
3. The Board shall monitor GBH and Board performance against Board-approved performance standards and indicators.

4. The Board shall ensure that management has plans in place to address variances from performance standards indicators, and the Board oversees implementation of remediation plans.

101.03 Financial Oversight

1. The Board is responsible for stewardship of financial resources including ensuring availability of, and overseeing allocation of, financial resources.
2. The Board approves policies for financial planning and approves the annual operating and capital budget.
3. The Board monitors financial performance against budget.
4. The Board ensures the accuracy of financial information through oversight of management and approval of annual audited financial statements.
5. The Board ensures management has put measures in place to ensure the integrity of internal controls.

101.04 Selection, Supervision, and Succession Planning for the Executive Director and Medical Director

1. The Board recruits and supervises the Executive Director by:
 - a. Developing and approving the Executive Director job description;
 - b. Undertaking an Executive Director recruitment process and selecting the Executive Director [See POL-122 Executive Director Recruitment];
 - c. Reviewing and approving the Executive Director's annual performance goals; and
 - d. Reviewing Executive Director performance and determining Executive Director compensation.
2. The Board ensures succession planning is in place for the Executive Director. [See POL-124 Emergency Executive Director Succession]
3. The Board exercises oversight of the Executive Director's supervision of Leadership team as part of the Executive Director's annual review.
4. The Board develops a process for selection and review of the Medical Director and ensures the process is implemented and followed.
5. The Board reviews Medical Director performance and sets Medical Director compensation.

101.05 Risk Identification and Oversight

1. The Board is responsible to be knowledgeable about risks inherent in hospice operations and ensure that appropriate risk analysis is performed as part of Board decision-making. [See POL-213 Risk Management].
2. The Board ensures that appropriate programs and processes are in place to protect against risk.
3. The Board is responsible for identifying unusual risks to the organization by ensuring that there are plans in place to prevent and manage such risk.

101.06 Communication and Accountability

1. The Board ensures the organization appropriately communicates with the public in a manner consistent with accountability.
2. The Board performs advocacy on behalf of GBH where required in support of the mission, vision and values and strategic direction of the Hospice.

101.07 Governance

1. The Board is responsible for the quality of its own governance.
2. The Board establishes governance structures to facilitate the performance of the Board’s role and enhance individual director’s performance.
3. The Board is responsible for the recruitment of a skilled, experienced and qualified Board.
4. The Board ensures ongoing Board training and education.
5. The Board periodically assesses and reviews its governance through periodically evaluating Board structures including Board recruitment processes and Board composition and size, number of committees and their Terms of Reference, processes for appointment of committee chairs, processes for appointment of Board officers and other governance processes and structures.

101.08 Continuous Improvement

A member shall commit to be responsible for continuous self-improvement. A member shall receive and act upon the results of Board evaluations in a positive and constructive manner.

101.09 Term

As per the by-laws, Members of the Board of Directors are elected at the Annual General Meeting of the membership for a three-year term, renewal for max of 2 terms (additional 6 years) at the discretion of the Board as a whole.

101.10 Removal from the Board

Board Members may be removed from the Board, by resolution. Reasons for removal from the Board include, but are not limited to:

1. Failure to disclose criminal charges.
2. Breach of the:
 - a. GBH Oath of Confidentiality and/or
 - b. GBH Code of Conduct.
3. Lack of attendance at 3 Board of Directors meetings in one year.

101.11 Review Cycle

This policy will be reviewed at least every three years.

Original Approval: 4-18-2018

Reviewed On:

Revised On: 11-23-2022