



Type: General Management
Authority: Board
Related Documents:

Preamble

Orientation and training is seen as an investment in the governance body of the Grey Bruce Hospice Inc. (GBH).

Policy Statement

An Ad Hoc Committee of the Board will strive to recruit potential candidates relevant to the needs of the Board. This committee will review existing Board strengths and identify gaps in core skills and knowledge, as well as review personal qualities of the Board members. The committee's role will include discussion of anticipated vacancies caused by resignations or retirements and taking steps to ensure proper succession planning for these positions.

An effective Board needs directors who possess diverse skill sets, experiences and knowledge. The key goal in selecting directors is to select a blend of people that can work as a well-rounded team in fulfilling the Board's duties and responsibilities. While the specific skills required will differ, there are some core skills that should be represented on the Board. Not all Directors will possess all these skills, but the Board as a whole should possess them.

New members are required to be appropriately oriented. It will be the responsibility of the Chair and Executive Director to orient new members.

106.01 Orientation Inclusion

The Executive Director and Chair will arrange an orientation session for each new director prior to their first Board meeting. The orientation program consists of information in the following areas:

1. Mission, Vision, Values;
2. Strategic Plan;
3. Role of Board Members;
4. Opportunity to review the policies and by-laws, and then an opportunity to ask questions and discuss these foundational documents;
5. A copy of the previous audit and the current budget with most recent quarterly Balance Statement;
6. Organization Chart;
7. An introduction to the Leadership Team, including roles and functions of all areas of GBH;
8. A copy of the Chronology of GBH and Chapman House; and
9. Tour of Facility;
10. Training on the core fundamentals of palliative care.
11. Introduction to Programs and Services;
12. Role of Hospice Palliative Care Ontario (HPCO);
13. Role of the Local Health Integration Network (LHIN); and

14. Format of Board Meetings;
15. Receive login and overview for the Board secure website; and
16. Receive GBH email address.

106.02 Training

Members of the Board will be required to participate in governance training as a whole as well as, from time to time, individual training pertaining to governance and palliative care.

106.03 Core Skills and Knowledge

1. Leadership Skills – the ability to influence behaviour and inspire.
2. Strategic Planning – the skill to review Organizational Strategic Plans, and Pillars, Goals & Objectives through constructive questioning and suggestion.
3. Organizational Knowledge - be aware of GBH progress: past and present.
4. Self-directed - to learn and have the commitment to attend Board meetings and committee meetings.
5. Financial Understanding – the ability to interpret and comprehend the financial material: operational and capital budgets, general financial reporting requirements.
6. Pertinent Legal Knowledge - possess an understanding of the individual director responsibilities and legal duties as well as an awareness and overseeing of organizational compliance with federal and provincial laws.
7. Risk Management – the proficiency to manage areas of major risk to the organization.
8. Communication Skills – both verbal and written; an appreciation of the importance of the reputation of the hospice; skill in communicating with stakeholders; experience with or knowledge of social media.
9. Team building skills – the ability to work with others for a common goal.

106.04 Personal Qualities

While each director will bring a range of core skills and knowledge to a Board, there are personal qualities that are advantageous:

1. Instinct – demonstrates sound business instincts, insight, and judgment, can quickly identify/summarize the root cause of an issue.
2. Integrity – demonstrates reliability in fulfilling duties and responsibilities, acts ethically, places the organization's interests before personal interests.
3. Interpersonal skills- actively participates as a team player, listens well, respectful of others, tactful but succinctly able to speak his/her point of view openly and honestly, demonstrates skills of mediation, creative problem solving, negotiation, and communication.
4. Curiosity and courage – demonstrates skill and ability to ask questions for clarity and the courage to endure and challenge fellow Board members or management when required.
5. No conflict of interest or hidden agenda - exhibits a genuine interest in the organization.
6. Active and positive contributor – comes to meetings well read, well prepared, and willing to contribute.

106.05 Review Cycle

This policy will be reviewed

Original Approval: 11-27-2019

Reviewed On:

Revised On: 11-23-2022