

<b>TITLE:</b>	<b>Board Member Orientation and Education</b>		
<b>Manual/Policy#:</b>	Board of Directors #V-B-3	<b>Division</b>	CPDMH
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### 1. POLICY STATEMENT

Carleton Place & District Memorial Hospital (CPDMH) and its stakeholders are best served by a Board of Directors comprised of individuals who are well versed in current corporate governance best practice and other subject matters relevant to Board service and who thoroughly comprehend the role and responsibilities of an effective Board in the oversight of the organization. To that end, the Board will ensure that each new Director receives a comprehensive orientation to help him/her become as effective as possible, as soon as possible. Ongoing education to enhance the Boards' and individual Directors' governance capacity will also be offered to Directors.

### 2. SCOPE

This policy establishes Board expectations and guidelines relating to Director orientation and ongoing education.

### 3. GUIDING PRINCIPLES

N/A

### 4. DEFINITIONS

N/A

### 5. PROCEDURE

#### Orientation

All new Directors will receive a comprehensive orientation about the nature and operations of the Carleton Place & District Memorial Hospital; the role of the Board and its committees; the expectations for individual Directors; and an introduction to the environment in which the organization operates.

An on-site orientation program will be provided as soon as practicable following the appointment of new Board members, ideally before they attend their first Board and/or committee meeting. It will ordinarily be presented by the Board Chair, President & CEO, Chief of Staff and members of the Senior Management Team and will include a tour of the Hospital.

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The orientation will include a manual containing the material presented during the on-site session as well as copies of the current Strategic Plan, Administrative and Medical Staff By-laws, Board Policy Manual, Directors and Officers liability insurance and Director contact information. Newly appointed Directors are expected to read and become familiar with the contents of the manual.

New Directors will be invited to provide feedback on the on-site program and on the manual for the purpose of continuous improvement in Board orientation. The manual will be reviewed by the Governance and Nominating Committee once every two years.

Every new Board member will be assigned a mentor who is a member of the Governance and Nominating Committee, or another Board member, for the purpose of guidance and providing a resource for questions during their first year on the Board.

All Directors will have access to the Board Portal which includes the By-laws and Board policies.

### **Board Education**

On an annual basis, the Board and the CEO will develop an education agenda for the full Board based on a consideration of:

- Input from the Board Quality Committee
- Suggestions from individual Directors as part of the Annual Board Evaluation
- Key strategic directions of the organization
- Major decisions on the horizon
- Appropriate and significant risk management themes
- Significant and relevant changes in legislation, governance best practice and/or the environment in which Carleton Place & District Memorial Hospital operates
- Other factors as considered appropriate

Topics included on the ongoing education agenda will be addressed at education sessions forming part of the agenda for some regular Board meetings. Special meetings devoted to education may be arranged as appropriate.

From time to time, the Board Chair and/or CEO may also distribute or make available, relevant articles, summaries or books. Directors who come across good reference materials are also encouraged to send them to the CEO, who will consult with the Board Chair on their inclusion in Board packages.

### **Individual Director Education**

All elected Directors are encouraged to attend education programs to expand or enhance their knowledge and understanding of the organization, the healthcare industry and/or governance.

In order to encourage Director education, the organization will reimburse Directors for all reasonable costs of attending education programs provided such attendance has been

approved in advance by the Board Chair or his/her delegate. The Board Chair will evaluate every request for education with regard to the following:

- Relevance of the topic to the work of the Board and/or the Director's specific responsibilities on the Board
- Individual education needs identified through the annual Board Evaluation process
- The Director's exposure to the topic area through his/her professional endeavours or service on other Boards. For example, an individual from the accounting, legal or consulting profession may keep abreast of developments through their professional activities without supplemental Director education
- Feedback on the course from other Directors who have attended in the past, if applicable
- The cost of attendance, including registration fee, travel, accommodation
- A guideline of one course per Director per year, with due regard for Directors who are, or may be, assuming leadership positions on a committee or the Board
- Attendance as a representative of the organization at industry events, such as the OHA Member Engagement session, will not be deemed a course for the purpose of this policy

Directors attending an education program will be expected to provide a succinct written report at the next regular meeting of the Board.

The organization's annual operating budget will contain an amount for Director Education which will be determined in the context of the fiscal environment and operating pressures. Use of this budget will be monitored quarterly by the Governance and Nominating Committee.

Reimbursement for travel costs must comply with relevant legislation and organizational policies.

## **6. REFERENCES**

N/A

## **7. APPENDICES**

N/A

### **Evaluation**

This policy will be reviewed every two years.