

	<b>TITLE OF THE POLICY: DEVELOPMENT AND TRUSTEE EDUCATION</b>	<b>Policy Number: BRD-0310</b>
	<b>Policy Tool Type: Policy</b>	<b>Policy Level: Level III</b>
	<b>Accountability: Board of Trustees</b>	<b>Page 1 of 6</b>

<b>Approval Date</b>	<i>November 17, 2020</i>
<b>Revision Date</b>	
<b>Approved by</b>	<i>Chair, Board of Trustees</i>
<b>Approver Signature</b>	
<b>Scheduled Review Date</b>	<i>November 2023</i>
<b>Cross- Reference</b>	

## PURPOSE

This policy describes the Central Health commitment to the development and education of the Board and its Trustees', and the expectations placed on Trustees of the Board for on-going education. Accreditation Canada's Governance Standards require that "members of the governing body receive ongoing education to help them fulfill their individual roles and responsibilities and those of the governing body as a whole."

## SCOPE

This policy applies to the Board of Trustees and the President/CEO.

## POLICY STATEMENT(S)

The responsibility for the implementation of this policy is delegated by the Board of Trustees to the President and CEO.

Each member of Central Health Board of Trustees is responsible for ensuring that they have the knowledge required to undertake his/her role as a Trustee identified in the Board policy, Duties and Expectations of a Trustee.

A Trustee's conduct is measured against an objective standard that requires informed decision-making and the discharging of duties responsibly. While it is expected that Trustees will possess sufficient knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is recognized that they will not necessarily be

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experts in all disciplines, in all aspects of governance, or in all business and/or clinical areas within Central Health.

As such, education and learning are a key driver of continued Trustee and Board effectiveness and is an ongoing responsibility of individual Trustees, the Board, management, and the Authority. Education and learning will enhance knowledge three levels: 1) system/sector/industry level 2) regional health authority level and 3) individual needs.

The Trustee and its members will balance the important need for education with financial prudence as stewards of the Authority.

Trustees are encouraged to self-identify areas for growth. Trustees may seek advice from other Trustees and President and CEO about appropriate opportunities to address these areas. Growth and development as a Trustee may be considered when a Trustee is eligible for re-appointment to the Board. Trustee should be willing to share learnings with other Trustees.

Attendance at educational events will be tracked.

### **Orientation for New Board Members**

A multi-faceted orientation and on-boarding program will be provided to new Board members. This will include written materials, presentations by the leadership team, facility tours, participation in governance courses as defined by the Board, and other strategies.

At a minimum, the orientation program will cover the governing body's role and responsibilities; the governance structure; the by-laws; Central Health's mission, vision and values; Central Health's operations and working environment; stakeholders and key relationships; Central Health's approach and progress in relation to patient and family centered care; and the board's responsibilities for quality improvement client and team safety, and positive work life.

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Each new Board member will be assigned a more experienced board member as a mentor or guide to assist the new member and answer questions she/he may have regarding Board processes.

Board members acting as mentors are encouraged to contact their assigned new Board member prior to the first regular Board meeting and to check in periodically during the first year of the new Board members term. New Board members are encouraged to engage with their mentors as they become acclimatized to the Board.

### **Annual Board Development Program**

To ensure the Director Education is relevant, current and responsive to the needs of Directors, Central Health will establish a Board Development Program annually. In developing this program Central Health shall:

- Consider the knowledge gaps of the Board as a whole and the learning needs of individual trustees;
- Undertake a process of gathering input from trustees as a means of identifying issues or topics for which trustees believe they need to update their skills and knowledge of the authority, its business and clinical operations, its key executives and clinical staff, and to address ongoing and emerging issues relevant to the Board;
- Reflect upon any gaps in skills and knowledge ascertained from an examination of the Board skills matrix; (table attached)
- Reflect upon key strategic directions of the authority, major decisions on the horizon, appropriate and significant risk management themes and the landscape within which Central Health operates; and
- Prioritize topics for focused education sessions at regular Board meetings, special meetings or retreats devoted to education, or other suitable events.

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The Board Development Program shall include both internal and external educational opportunities:

### **Internal Education Opportunities**

- Presentations on a regular basis by management and staff to the Board and committees to educate them and keep them informed of changes within Central Health and in the regulatory and healthcare environment in which the authority operates;
- Presentations at each Board meeting on real patient experiences at Central Health;
- Drawing upon external resources where appropriate, including presentations by outside experts to the Board or committees on matters of particular importance or emerging significance.

### **External Educational Opportunities**

- Trustees may have access to educational events offered by organizations ICD and the Healthcare Insurance Reciprocal of Canada (HIROC), etc.
- The Office of the President and CEO and the Board Chair shall make Board members aware annually, and from time to time, about relevant external learning opportunities.

In addition, on an ongoing basis throughout the year, Trustees are encouraged to contribute suggestions for educational activities for the Board as a whole (e.g., subject matter for Board dinners, Board Education Days, topics for planning sessions) to the Chair for consideration in planning Board events.

### **Financial support for Education Opportunities**

Board members may request assistance (e.g., financial reimbursement, logistical arrangements) from the Office of the President and CEO and the Board Chair to obtain education appropriate to their needs.

Registration and travel expenses related to participation in external courses, seminars, conferences and other education may be reimbursed from Central health only as follow:

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- Where such attendance is required as per direction from the Board/Board Chair or is directly related to organizational governance, board effectiveness, or the business and operations of Central Health;
- Where the expenditure is pre-approved by the President and CEO;
- Where the Board member seeking reimbursement provides a written report on the results of, and their view on, the value of the educational event; and
- Where all expense reimbursement policy requirements of Central Health are met.

The policy and procedures set for the above will be reviewed by the Board of Directors on an annual basis.

## RESOURCES

[Board Skills Matrix](#) ! 5HUMYX



<b>Definitions:</b>	
<b>Board and Governance:</b>	<p>Knowledge and experience in best practice corporate governance structures, policies and processes</p> <p>Demonstrated experience of governance principles and practices at Board level</p> <p>Formal training in directorship/governance</p>
<b>Business Management</b>	Organizational and cultural change management
<b>Clinical</b>	Understanding of patient care Holds a clinical designation from a recognized Professional College
<b>Construction and Project Management</b>	Infrastructure experience, planning and development
<b>Diversity:</b>	<p>Experience working with diverse stakeholder groups</p> <p>Strong links to the local community and ability to respond effectively to local needs</p>
<b>Education</b>	Works in, or has experience in academia
<b>Ethics</b>	<p>Experience in balancing ethical issues</p> <p>Professional designation in ethics</p>
<b>Finance</b>	<p>Financial literacy is the ability to understand conceptually the financial position of the organization as presented in its financial statements and the ability to:</p> <ul style="list-style-type: none"> <li>- analyze key financial statements</li> <li>- critically assess financial viability and performance</li> <li>- contribute to strategic financial planning</li> <li>- oversee budgets and the efficient use of resources</li> <li>- oversee funding arrangements and accountability</li> </ul> <p>Understanding of the principles and process of funding for health care and the administration of funding relationships</p> <p>Accreditation as a financial professional in corporate financial matters</p>
<b>Government and Government Relations</b>	<p>Has an understanding of the political environment in which the Hospital operates.</p> <p>Understands the reasons for ongoing organizational and system behaviour, and the underlying problems, opportunities or political forces affecting the organization and the health system</p> <p>Understanding of the workings of government and ability to access government officials</p>
<b>Legal/Regulatory</b>	<p>Holds a legal designation</p> <p>Understands and applies relevant legislation as it relates to business issues</p>
<b>Communications and Stakeholder Engagement:</b>	High level reputation and networks in the local community including with community members and organizations, LHIN professionals and funded community health providers, and the ability to effectively engage and communicate with those stakeholders
<b>Health Care Administration and Policy</b>	Knowledge and experience in health including health policy, community health, population health needs assessment, health planning, resource allocation and service delivery
<b>Human Resource Management</b>	Oversees strategic human resource management including performance and evaluation of the CEO, and compensation planning, techniques and measurement. Experience in planning and implementing human resource strategies in a health care setting
<b>Information Technology:</b>	Knowledge and experience in the strategic use and governance of information management and information technology particularly in the context of e-health, tele-health, the collection of health data and electronic health records, and including personal information privacy and security risk management. IT Redevelopment Experience.
<b>Labour Relations</b>	Experience in planning and implementing labour relations strategies in a health care setting
<b>Patient &amp; Healthcare Advocacy</b>	Experience with developing policies and legislation to improve systems or processes for patients. Demonstrated ability to communicate a position to the intended audience
<b>Public Affairs and Communications</b>	Demonstrated experience with identifying, anticipating, and satisfying stakeholder expectations for products and services
<b>Quality &amp; Performance Management</b>	Demonstrated experience of monitoring/evaluating quality and safety initiatives and associated performance measurement and reporting
<b>Risk Management</b>	<p>Ability to identify keys risks to the organization in a wide range of areas including legal and regulatory compliance and monitor risk and compliance.</p> <p>Demonstrated ability to think critically about operational and governance issues to ensure the effective management of potential opportunities and adverse effects.</p>
<b>Stakeholder Engagement</b>	Demonstrated experience with identifying, anticipating, and satisfying stakeholder expectations for products and services
<b>Strategic Planning</b>	Demonstrated ability to think critically about systemic issues and the role of the organization in the community and healthcare system in Ontario