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| Subject: | BOARD ORIENTATION AND EDUCATION | | |

Orientation

Directors have a duty to be knowledgeable about the affairs of the hospital and their obligations as Directors. The hospital requires directors to demonstrate a firm commitment to continuing education by participating in board orientation, committee orientation, and ongoing board education. This commitment is a factor that is considered in the election or re-election of a Director of the Board.

New Directors are legally responsible to carry out their duties from the day they are elected or appointed to the Board of Directors. New Directors must be oriented to the Corporation, current health care issues and their role as a Director.

The Corporation will dedicate appropriate resources in order to orient new directors to the Corporation, current health care issues, and their role as a director. Each new director and non-director Board committee member will participate in an initial orientation process. Incumbent directors will also be invited to attend.

The Governance Committee will be responsible for the orientation of new directors and non-director Board committee members. The chair of each committee is expected to take an active role in the orientation process, specifically with respect to the mandate and the terms of reference of the committee for which they chair.

Orientation will take place as soon as possible after the appointment of a director. Orientation will include:

- an introduction to the Corporation;
- a tour of the Hospital with the CEO or their designate;
- the context of the Corporation within Ontario Health and the regional health system;
- an overview of governance roles and responsibilities and the Board/staff relationship;
- an overview of the Corporation's by-laws and applicable law;
- an overview of performance status and future challenges with regards to funding, quality and utilization, benchmarking, and performance indicators and accreditation; and
- an overview of the Corporation's relationships with health system partners.

The orientation program may also include:

- **Reference Documents / Manual:** Content will include legal documents, information on the Corporation including Board policies, Ministry of Health information, Board member contact listing; information on the Board Committee Structure; current Board work plan; current Board and Committee meeting schedule; a copy of the integrated annual corporate plan; the Corporation's strategy performance index; the most recent Board agenda materials; and a user's guide to accessing the Board portal. The reference documents / manual will be updated annually.
- **Mentoring:** The Board Chair, in consultation with the Governance Committee, will pair each new director with a mentor on the Board. The mentor may attend orientation sessions with their mentees, sit with them at Board meetings, ask if the information presented was clear, and answer any questions they may have about the meeting.
- **Internal and External Resources:** Additional resources and expertise may be made available to support the orientation program (e.g. the Corporation's staff to present and provide an introduction to issues in their area, external speakers, attendance at Corporation sponsored events, etc.).
- **OHA Board Certification Program:** All new Board members will attend the OHA Board Certification program, preferably within the first year.
- **Catholic Health Leadership Program:** All new Board members will attend Catholic Health Leadership program, preferably within the first year.
- **Ontario Hospital Association Guide to Good Governance:** New directors are encouraged to become familiar with this resource which is available from the Board Secretary.

Participants will evaluate the orientation program on completion using a standard form approved by the Governance Committee from time to time.

Education

The Board recognizes that the continuing education of its directors is an important requirement of effective governance and that it is essential that directors be fully informed with respect to the background and context of the issues they are called upon to address. A firm commitment to continuing education is the responsibility of each director and a factor to be considered in the election or re-election of a director.

An ongoing Board education program will be established each year that is consistent with the goals and objectives of the Board for that year. It is expected that each director will participate in the ongoing education process.

Directors attend education events in accordance with board approved policies. Directors obtain prior approval to attend an education session. Such approvals will be coordinated through the CEO's office to ensure education budget funds are available.

Components of the ongoing education process may include:

- **Assessment of Development Needs:** The Governance Committee will annually canvas Directors to identify their development needs. Mechanisms to identify those needs may include: survey of directors; feedback on previous education sessions; questionnaires; feedback from directors' self-evaluations; and general discussion.
- **Presentations at Board Meetings:** The Governance Committee, which includes involvement of the CEO, will develop an annual program of information/education presentations which may be included as part of the Board's regular meetings or presented at scheduled times as the Board may direct.
- **External Education Sessions and Programs:** Directors are encouraged to participate in educational opportunities offered by the Ontario Hospital Association or other organizations with prior approval of the Board Chair. Reasonable expenses of attending and/or participating in such events will be reimbursed according to established policy.
- **Knowledge Reporting:** Directors are required to report back at the appropriate Board or committee meeting to share information and best practices learned at external education sessions.
- **Annual Board Retreat:** The annual Board retreat will be coordinated through the Governance Committee. At each retreat, the Corporation's strategic plan will be reviewed to ensure that progress is being made toward its achievement. Additionally, the retreat should focus on other relevant areas within the Board roles and responsibilities, reflecting the Board's annual work plan. The retreat should be conducted at a reasonable cost, and with clear deliverables.

Monitoring of director and non-director Board committee member participation at both internal and external education sessions and programs will be kept through a record of meeting attendance. This record will be provided to the Governance Committee for performance evaluations and to consider when recommending incumbent directors for re-election.

A Board manual including all orientation materials, the Corporation's by-laws and Board Policies will be maintained by the Secretary.