

## **OVERVIEW OF PRHC and its PROCESS FOR RECRUITING BOARD MEMBERS**

### **1. Overview of PRHC**

Peterborough Regional Health Centre (PRHC) is a regional hospital delivering acute healthcare to a rapidly-growing population of more than 300,000 in Peterborough and the surrounding communities, including the First Nations of Curve Lake, Hiawatha and Alderville.

With an annual budget of \$390 million and a proud local history extending back over a century, PRHC has nearly 500 inpatient beds and offers a wide range of services, including specialized programs in renal, stroke, cardiac, cancer care, vascular surgery and mental health & addictions.

We are the region's largest employer, with more than 2,900 staff, 400 physicians with privileges and a core group of 260 volunteers. Our goal is to provide the people of our community with access to the care they need, closer to home, in the years and decades to come.

PRHC's Strategic Plan for 2024-2029 is posted on the hospital's website at [www.prhc.on.ca](http://www.prhc.on.ca). The hospital's Purpose Statement is: **One Team, here when you need us most.**

PRHC's Values are:

- Act with Courage
- Embrace our community
- Find common ground
- Lead and learn
- Recognize and appreciate

### **2. Overview of the Board**

The PRHC Board is committed to continuously building a truly inclusive, safe, anti-oppressive organization at every level. Equity, diversity and inclusion are important values, priorities and operational accountabilities in all our work.

To reflect this, PRHC's Board is committed to recruit individuals who reflect the diversity of the community PRHC serves and who have the requisite skills. There are up to 16 voting Directors on the Board, five Ex Officio non-voting Members of the Board, namely the CEO, Chief of Staff, Chief Nursing Executive, President of the Professional Staff Association (PSA) and the Vice President of the PSA and two Special Guests: the PRHC Foundation Board Chair or designate and the PRHC Foundation President & CEO.

A skilled and diverse group of Board Members will be well prepared to make decisions to oversee the achievement of PRHC's Strategic Plan and to ensure the delivery of safe, high-quality health care services.

The Board has standing committees to perform certain functions and report to the Board. These are: Governance & Planning, Stewardship & Audit and Quality. Each committee is comprised of Board Members and a member of the administration. The Governance & Planning Committee oversees the governance of the

Board including By-law, Policies, Procedures, Board education and orientation, as well as overseeing the development of the Strategic Plan. The Stewardship & Audit Committee oversees finance and financial reporting, information technology and systems, human resources, as well as both internal and external audit functions. The Quality Committee oversees the delivery of excellent care at PRHC.

In addition, the Board has a Nominating Sub-Committee (NSC) which is comprised of: the current Chair of the Board, a current Vice Chair of the Board, up to three additional Directors and the PRHC CEO. The NSC reports to the Governance & Planning Committee which in turn reports to the Board.

The NSC is responsible for making recommendations for consideration at the Annual Meeting each June regarding: (a) the election of individuals to the Board of Directors reflecting By-law requirements, vacancies, Board competencies, required skill sets and Board composition related to diversity; (b) the allocation of Directors to committees; and (c) the appointment of Directors as Chairs of the Board's standing committees.

- (a) **Elected Directors:** PRHC's By-law provides for up to 16 elected Directors of the Board. Directors are elected for terms of up to three years, provided that a Director may not serve more than, at a maximum, nine consecutive years. To provide for the flexibility and opportunity for continual renewal and succession planning at the Board level, it is anticipated that those Directors who take on leadership roles such as Chair, Vice Chair and Committee Chair, would remain on the Board for up to nine years while those Directors who do not, could remain on the Board for considerably less time. Directors attend 6 Board meetings each year and, in addition, are assigned to a committee which meets at a minimum of 4-5 times a year.
- (b) **Assignments to Committees:** In the spring of each year, the NSC deliberates and drafts a chart of committee membership which it recommends to the Governance & Planning Committee for approval by the Board. In this exercise, the NSC takes into account a number of factors such as the skills of each Director, the needs of the committees, any legislative requirements and expressions of interest of each Director.

One of the elected Directors (who has been a patient or family member within the three years prior to the appointment), is appointed to be the Patient Voice Board Member (PVBM) to ensure that with respect to all decisions to be made by the Board, the Board remains focused on and includes the "patient voice" in its deliberations. This appointee will ideally be a member of the Quality Committee.

- (c) **Appointments of Board Chair, Vice Chair(s) and Committee Chairs:** In the spring of each year, the NSC deliberates and makes recommendations concerning the appointment by the Board of the Board Chair and Vice Chair(s) and the Chairs of each of the standing committees. The NSC considers a number of factors including the contributions of Directors, the leadership roles they have fulfilled and their expressions of interest as set forth in their annual self-assessments which are completed each spring.

### 3. **Overview of the Recruitment Process for elected Directors**

- (a) Each September, the NSC identifies what vacancies then exist and which vacancies are anticipated during the upcoming year.

- (b) The NSC then deliberates to identify what skill sets are the most important for the Board to have for its anticipated activities in the upcoming years and in terms of ensuring that the Board continues to reflect the diversity of the community served by PRHC.
- (c) The NSC then reviews the composite Skills Matrix which lists a variety of hard skills (e.g. legal, accounting, governance), behaviour skills (e.g. courage to ask tough questions, ability to work as a team) and diversity (reflecting the diversity of the region served by PRHC (e.g. gender, ethnic background, representation of the area served, demographic background), which all Directors completed, to determine the gaps in the desired skills sets. The current form of the Skills Matrix is attached.
- (d) The NSC also reaches out into the community to seek out persons who could fill the identified gaps and to support Board recruitment that reflects the diversity of the community PRHC serves.
- (e) The NSC then conducts interviews of applicants with an inclusion lens.
- (f) The NSC then reviews relevant regulatory bodies, google search, and individuals' online presence for compatibility.
- (g) For those applicants whom the NSC intends to recommend, two references are interviewed, and a Police Criminal Record and Judicial Matters Check (PCRJMC) is obtained from the applicant.

#### 4. **Additional Information concerning Directors:**

PRHC has a Mentorship program by which every Director in their first or second year of service as a Director is appointed a Mentor.

The responsibilities of Directors are set out in Article 3 of the By-law (located on the PRHC website). These include the following duties: standard of care, the duty to act honestly and without a conflict of interest, the duty to read the materials, the duty to attend all meetings and participate, and the duty of confidentiality.

There is an annual orientation for Directors, as well as a Board Retreat.

Each spring, there is an annual individual performance assessment of each Director comprised of a self-assessment by each Director together with an assessment by their committee chair.

Directors are required to attend an average of 15 hours per year of education (e.g. sessions at Board meetings, committee meetings, webcasts, readings, orientation, etc.)

The approximate time commitment for a Director is comprised of four to five monthly meetings each year of a committee; six Board meetings each year; reading of materials; a few social meetings; and any education sessions.

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