



**C R E D I T • V A L L E Y**  
THE CREDIT VALLEY HOSPITAL

**ROLES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS**

*The Board of Directors fulfills the following roles:*

<b>Policy Formulation</b>	Establish policies to provide guidance to those empowered with the responsibility to manage Hospital operations in compliance with all applicable laws and regulations.
<b>Decision-Making</b>	Choose from alternatives that are consistent with Board policies and that advance the goals of the Hospital.
<b>Oversight</b>	Monitor and assess organizational processes and outcomes.

*The Board of Directors fulfills the following responsibilities:*

**Establish Strategic Direction**

- Identify key stakeholders and health care needs within the communities we serve
- Establish and periodically review the vision, mission and core values of the Hospital
- Contribute to the development of and approve the strategic plan of the Hospital
- Ensure that key goals are formulated as part of the annual operating plan that help the Hospital accomplish its mission and actualize its vision in accordance with the Hospital's strategic plan
- Monitor and measure corporate performance annually against the approved strategic and operating plans and agreed upon performance indicators
- Retain overall accountability for the performance of the Hospital

**Provide for Excellent Management**

- Select and appoint the CEO; specify measurable annual performance expectations in cooperation with the CEO
- Delegate responsibility and authority to the CEO for the management and operation of the Hospital and require accountability to the Board; appraise/assess performance annually and determine compensation
- Select the Chief of Medical Staff and specify measurable annual performance expectations in cooperation with the Chief of Medical Staff
- Delegate responsibility and authority to the Chief of Medical Staff for the supervision of the practice of medicine, dentistry and midwifery in the Hospital and require accountability to the Board; appraise/assess performance annually and determine compensation
- Provide for CEO and Chief of Medical Staff succession

- Ensure that the CEO and the Chief of Medical Staff establish an appropriate succession plan for management, professional staff and allied health workers
- Establish policies to provide the framework for the management and operation of the Hospital in compliance with all applicable laws and regulations

### **Ensure Program Quality and Effectiveness**

- Credential professional staff (in accordance with the medical staff by-laws and credentialing policy) by making the final decision on appointment, reappointment and privileges following recommendation by the Credentialing Committee and the Medical Advisory Committee and consideration of the Hospital's resources and the community's needs, and ensure the effectiveness and fairness of the total credentialing process
- Ensure that quality goals and performance indicators are developed for approval by the Board (using best practices and benchmarks) and monitor indicators of clinical outcomes and quality of service
- Ensure that utilization and risk management systems are in place and operating effectively including but not limited to health surveillance, occupational health and safety and organ donation
- If necessary or advisable, effect the dismissal, suspension or restriction of privileges of any professional staff member following recommendation by the Credentialing Committee and the Medical Advisory Committee
- Ensure policies and procedures are in place concerning education and research undertaken by the hospital
- Provide oversight of the credentialed professional staff through the Chief of Medical Staff and the Medical Advisory Committee

### **Ensure Financial Viability**

- Ensure that key financial objectives and indicators are developed for approval by the Board (including capital allocations and expenditures) and monitor performance against these objectives
- Ensure that financial risks which are assumed by the hospital are well understood by the Board and appropriate for the hospital
- Approve the annual operating plan
- Ensure that optimal utilization of resources is a key focus when ensuring that the Hospital operates within its resource envelope and acceptable levels of risk
- Ensure that the Hospital undertakes multi-year financial planning to facilitate the timely and effective allocation of resources and to mitigate unnecessary and unwanted financial risks
- Establish an investment policy

### **Ensure Board Effectiveness**

- Recruit as Directors knowledgeable, skilled and committed individuals who are reflective of the communities we serve
- Commit to a comprehensive Board orientation program and continuing Board education
- Establish annual Board goals and objectives to ensure Board effectiveness
- Establish and periodically review policies concerning Board structure and processes to maximize the effective functioning of the Board
- Measure the Board's own effectiveness and efficiency, including monitoring the effectiveness of Individual Directors and Board officers and employing a process for Board renewal that embraces evaluation and continuous improvement
- Provide for succession planning for officers and members of the Board
- Ensure ethical behaviour and compliance with laws and regulations, audit and accounting principles, accreditation requirements and the by-laws
- Ensure decision-making processes are transparent

### **Build Relationships**

- Build and maintain good relationships with the Ministry of Health and Long-Term Care and the Local Health Integration Network and seek clarity in our respective accountabilities
- Build and maintain good relationships with key stakeholders, volunteers, political leaders, donors, the Hospital Foundation and Credit Valley Volunteer Partners
- Ensure the Hospital has a policy to enable it to communicate effectively with its stakeholders and the public generally. This policy addresses how feedback from stakeholders will be factored into the Hospital's decisions, and will address the critical role of the media in publishing and interpreting corporate information
- Ensure that the Hospital is filling its role as a regional resource and referral centre by fostering effective coordination of patient care and positive working relationships with other hospitals and community health care providers
- Develop and strengthen our relationship with educational institutions so that we may enhance our role as a teaching hospital and improve our image as an employer of choice.

Reviewed and accepted by the Board of Governors as part of the "Governance Renewal" on April 28, 2005