

# Holland Bloorview

Kids Rehabilitation Hospital

<b>CATEGORY:</b>	<b>BOARD/GOVERNANCE</b>	<b>NUMBER:</b>	<b>BG-095</b>
<b>SUBJECT:</b>	<b>RECRUITMENT OF BOARD MEMBERS</b>	<b>ISSUED:</b>	January 1998
		<b>REVISED:</b>	August 2007 April 2010 November 2012
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	<b>Chair, Board of Trustees</b>		

## Principle

Effective governance depends on the right mixture of skills, experience, personal qualities and diversity among the members of the Hospital Board.

The Board's role and the effectiveness of the Board's processes and structures are impacted by the quality of the Board. Board quality is affected by a number of factors including (i) board size, (ii) the skills, experience and diversity of the Board, (iii) the processes that the Board uses to recruit and train its trustees, (iv) trustees' terms, (v) orientation and education and, (vi) feedback and evaluation of the Hospital's governance and election processes.

Board size, trustees' terms and election processes are covered in Hospital By-law No. 1 – 2011.

Trustees are elected by the Members of the Hospital. The following are required ex-officio trustees: the President & CEO, the Chief Nursing Executive, Chief of Staff or Chair of the Medical Advisory Committee, and the President of the Medical Staff Association. Such individuals are on the Board as non-voting trustees pursuant to Regulation 965 of the *Public Hospitals Act*.

## Policy

The Governance Committee has the responsibility for recruitment on behalf of the Board of Trustees. The Governance Committee will determine, as directed from time to time by the Board, the appropriate recruitment strategy, considering a variety of means to identify Board candidates, which may include local newspaper advertisements, effective use of the Hospital's web-site, services of a recruitment agency and outreach for recommendations to the current trustees of the Board.

With the approval of the Board, the Governance Committee establishes eligibility criteria using a skills and experience matrix which will be reviewed no less frequently than every three years. On an annual basis the Governance Committee maintains a current inventory of current Board members' skills and experience and surveys current Board members to determine their intentions with respect to their interest in remaining on the Board.

Through the nomination process, the Governance Committee will select trustees according to their skills, experience, and personal qualities. The Governance Committee will seek a balance within the Board concerning the skills and experience of trustees, while considering any unique or special requirements of the Hospital. Consistent with the *Excellent Care for All Act*, the Board has a focus on patient safety and quality improvement; accordingly, expertise in these areas is especially important.

Potential trustees will possess the personal qualities necessary to perform their role as Board members. Such qualities include (i) ability to work as a member of a team, (ii) commitment to the workload required, (iii) absence of apparent conflicts; (iv) leadership potential, (v) ability to think strategically and (vi) ability to communicate effectively. The Board should also reflect the diversity

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of the community served including demographic, linguistic, cultural, economic, geographic, gender, ethnic and social characteristics of the communities served by the Hospital.

In reviewing the current inventory of current Board members' skills and experience, and determining the intentions of trustees with respect to renewal, the Governance Committee considers this information within the context of a succession plan for the Board of Trustees, including executive positions on the Board.

All prospective candidates are required to submit a resume which will be reviewed by the Governance Committee. All prospective candidates will participate in an in-person interview with no less than two of the following: the Chair of the Board of Trustees, any Vice-Chair of the Board of Trustees, the Chair of the Governance Committee, the President & CEO and one additional trustee. During this interview process the Chair of the Board of Trustees or the Chair of the Governance Committee will ensure that the prospective candidates are fully aware of the expectations of a trustee as currently set forth in Board Governance Policy BG-123 (Trustee Duties, Expectations and Conduct).

The Governance Committee will provide to the Board a description of candidates for election as trustees in advance of the Annual Meeting.

**Reviewed by:**  
The Governance Committee

**Date:**  
November, 2012