

CGMH TRUSTEE RECRUITMENT

The Collingwood General & Marine Hospital is seeking dynamic Board Trustees to champion our *"TOGETHER WE CAN"*, journey, to ensure sound stewardship of our dedicated hospital team and guide us confidently into the future of health care in our communities and in Ontario.

You will be part of a dedicated and engaged team

As a member of our skill-based Board of Trustees, you will enjoy a culture of shared responsibility and an opportunity to add to the perspectives of other highly committed and qualified volunteer trustees. Together with the support of our CEO, you will oversee our strategic direction, monitor our performance, quality and risk and ensure sustainable operations. You will be expected to participate in proactive discussions and contribute to making strategic decisions that will maintain CGMH as a leading partner in our local and LHIN-wide health system. You will contribute your time in a meaningful and rewarding way, grow professionally and, together with your trustee colleagues, make a noticeable difference to our Hospital and the team we serve.

Board Trustees are expected to be active members of the team, have the ability to think strategically and communicate effectively.

You will share our values

Board Trustees are responsible for making decisions in the best interests of CGMH, as well as the broader health care system. Integration of services locally and regionally is a key direction the Hospital is taking to better support the health care needs of our community.

Caring
Accountable
Respect
Excellence
Adaptable
Teamwork
CGMH

- **Caring** – By providing the right care at the right place
- **Accountable** – To providing the best patient experience
- **Respect** – Valuing each person as a unique individual
- **Excellence** – Committing to the highest standards of care
- **Adaptable** - Pursuing new models of care closer to home
- **Teamwork** - To be a high performing, patient-focused hospital

You will contribute your unique experience and perspective

We are seeking individuals, preferably with previous not-for-profit Board experience, and who are comfortable with oversight governance as distinct from a management role. We are

looking for individuals who understand the nature, complexity and needs of Ontario's evolving health system and the needs of our patients and their families for seamless care within and beyond the hospital. We are seeking individuals with diverse life experiences and an interest in giving back to their communities. As that experienced leader, our Board will benefit from the addition of your particular competence in one or more of the



following areas:

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|----------------------|-----------------------------------|
| Accounting/Finance | Information Technology/Systems |
| Governance | Political Acumen |
| Business Management | Public Relations & Communication |
| Clinical | Quality & Performance Measurement |
| Diversity Issues | Risk Management |
| HR Management | Strategic Thinking & Planning |
| Community Engagement | Health Care Transformation |

Your Commitment as a Board Member

Our Board of Trustees is comprised of 12 people who offer a diverse experience and perspective. Each member of the Board is asked to make at least a three (3) year commitment, renewable for a maximum of three (3) consecutive terms for a goal of nine (9) years.

It is expected that Board members participate in at least one of the Board committees, Finance/Human Resources, Governance/Quality, Facilities Planning and their sub-committees, and all scheduled Board Meetings. Board meetings are held 8 times a year; there are no meetings scheduled in November, February, July and August. It is expected that no member will be absent for two consecutive Board or two consecutive committee meetings, or absent for one-third or more of the meetings of the Board in any twelve month period except in extenuating circumstances. Remote access for teleconferencing is made available on occasions when Board members are unable to attend.

TOGETHER WE CAN

A Little Bit about the Collingwood General & Marine Hospital

Collingwood General & Marine Hospital (CGMH) is a 68-bed hospital located in Collingwood, Ontario and serves more than 60,000 permanent residents and 3.5 million annual visitors to the communities of Wasaga Beach, Collingwood, Clearview and the Blue Mountains.

CGMH is an acute care hospital providing emergency care, diagnostic services including lab, imaging and cardio respiratory therapy, as well as two inpatient units (medicine and surgery). In addition, CGMH also provides care in specialty areas including obstetrics, orthopaedics, intensive care and surgery. The hospital also provides outpatient care including dialysis and a wide range of clinics including mental health and rehabilitation services. CGMH continues to provide care close to home for our community and plays a key role as an integrated orthopaedic centre for our region.

VISION

The vision of the CGMH is to be a high performing, patient focused hospital serving our community by providing quality and excellence in patient care. We strive to be a leader among our peers by providing essential services founded on best practices, resourced with appropriate technology and delivered by a qualified, motivated and caring team. We are working to provide timely access to care and to facilitate seamless care for our patients in collaboration with partners within and beyond the hospital.



EXCELLENCE IN GOVERNANCE

The Board of Trustees will actively seek out, attract and meaningfully engage qualified and committed volunteers who can contribute their unique competencies in service to the CGMH's vision and mission.

Our "Style" of Governance

The Board of Trustees aspires to achieve and sustain a governance system and Board "style" that is characterized by the following:

Oversight (versus Management)

The Board of Trustees will be charged with overseeing the compliance and performance of the Hospital. It will do so through the establishment of and adherence to sound governance principles, policies and practices. Operational accountability will be delegated to the CEO and Chief of Staff.

Strategic Leadership

The Board of Trustees will work together and in close relationship with the CEO, Chief of Staff and the Senior Management Team to establish the highest-level strategic direction, priorities, outcomes and resources for the corporation.

Competency (versus Representation)

The Board of Trustees will be composed of individuals who first demonstrate the requisite skills, experience and expertise necessary to perform the Board's strategic leadership and oversight responsibilities. Through the use of community engagement, mayor forums and other specialized events, we seek to gather outside perspectives and achieve alignment with key stakeholders, including our health care partners and the members of the communities that we serve.

Size

In order for the Board to be effective in carrying out its responsibilities every Trustee is expected to actively engage and contribute to Board discussions and decisions. Good governance practice suggests 9-12 Trustees, plus other ex-officio members, is sufficient to ensure full participation of every Trustee, allowing enough directors to populate committees and plan for Trustee succession and sustainability.

Sustainability

The Board of Trustees will ensure strong and sustainable governance through proactive and regular recruitment, qualification and development of Trustees and Trustee candidates. Succession of Trustees and of Board Leadership (chairs) will be thoughtful and rigorous to ensure the ongoing strength and strategic leadership of the CGMH.

Evolving Context

As organizational and contextual circumstances evolve and change, the Board composition practices will remain flexible and nimble enough to adapt to the evolving conditions.

Candidates may want to refer to the Ontario Hospital Association Governance Centre of Excellence website <http://www.thegce.ca/COMMUNITY/Pages/Join-a-Board.aspx>, to review their Join a Board initiative.

