

ROLES AND RESPONSIBILITIES

Board Chair

The Chair of the Board of Directors is responsible for oversight of the overall strategic direction and performance of the North West LHIN within its mandate as defined by the governing legislation. The Chair provides leadership to the Board of Directors (the Board) in carrying out its fiduciary duties to ensure the Board operates as a cohesive unit. The Chair is the principal link between the Board, which provides strategic planning and policy oversight, and the CEO who is responsible for the planning and execution of the LHIN's strategies and policies. The Chair has joint accountability to the Board as a whole, as well as to the Minister of Health and Long-Term Care, for the performance of the LHIN.

Key Duties:

Strategic Leadership – Oversight of Strategic Development by the Board

- Provides the key linkage between the CEO and the Board to enhance the clarity and mutual understanding of the separate roles and expectations of the Board and management
- Ensures that there is a common understanding between the Board and the CEO regarding their respective roles and responsibilities and on any direction provided by the Board so that plans and initiatives are properly and effectively executed.
- Reviews and discusses with the CEO any issues of concern to the Board or issues confronting the North West LHIN.
- Develops processes and standards of interaction to ensure the independence of the Board from management, for example, resources for sourcing special advice to the Board, in-camera sessions of the Board, protocols for Board member access to LHIN management, and appropriate use of LHIN staff.
- Ensures strategic plans are in keeping with the North West LHIN's mandate, Ministry's strategic direction, other Government priorities and the protection of the public interest and are developed within a risk identification/mitigation framework and also identifies opportunities to implement needed change.
- Provides oversight to strategic plans to ensure they are fiscally prudent and financially sustainable over time and regularly monitors the plans in conjunction with the Board and CEO. Ensures systems/processes are in place for identifying and managing risk.
- Responsible to oversee the development of plans to achieve the financial goals of the LHIN as specified in the Ministry LHIN Accountability Agreement.
- Ensures Board decisions are reflective of a balance of effective and efficient use of public resources and provide a high standard of service to the public.
- Adopts procedures to ensure that information, material and resources are provided in a timely manner to the Board so that it may diligently fulfill the requirements and obligations of the Board and conduct its work effectively and efficiently.

- Establishes a schedule of meetings and sets the Board agendas in consultation with the CEO.
- Chairs meetings of the Board such that sufficient time is allocated and for effective discussion and decision-making and that all points of view are heard.
- Ensures that the Board has clear terms of reference for the roles, duties and responsibilities of Board committees.
- Appoints the chairpersons of committees, in consultations with other board members.
- Serves ex-officio as a member of committees and attends their meetings as he/she deems appropriate.
- Sets the business and ethical tone of Board meetings by facilitating open, informed and probing discussion while setting standards for meaningful, respectful and productive debate and interpersonal interactions.
- Ensures appointees are aware of their obligations and that they act in compliance with conflict of interest rules outlined in the *Public Service of Ontario Act, 2006*.
- Ensures that there is an evaluation of the performance of the LHIN in achieving its mission.
- Establishes processes, mentors and develops members by discussing and encouraging professional development of, and among, appointees.
- Works with the CEO to provide oversight in significant matters involving stakeholders.
- May represent the LHIN in matters concerning stakeholders or the public.
- Acts with integrity and honesty. Actions are guided by the best interests of the North West LHIN and the public.

LHIN Governance

- Establishes and monitors controls to ensure the Board has sound governance practices.
- Participates in the execution of, and compliance with, the Memorandum of Understanding (MOU) with the Minister of Health and Long-Term Care.
- Participates in the preparation and execution of, and compliance with, the Ministry LHIN Accountability Agreement (MLAA) and accountability agreements with providers and signs these agreements for the LHIN as directed by the Board.
- Oversees the preparation of, and reviews and approves all reports and planning documents for submission to the Minister in a timely manner, in keeping with government's requirements.
- Keeps the Minister informed of emerging issues in a timely fashion.
- Develops an ongoing and effective relationship with the Deputy Minister to share plans, strategies, joint responsibilities and accountabilities.
- Monitors the development and implementation of an Annual Service Plan and an Annual Report for submission to the minister.
- Ensures that policies are in place for effective financial controls and risk management and to demonstrate public funds are used with integrity and honesty.
- Provides oversight to LHIN audits and or annual performance reviews and recommends corrective action be taken, if needed.

- Provides input to government policy development and recommends legislative changes to the government.
- Oversees that the establishment of LHIN operational policy and procedures are within the legal, policy and economic framework of the government.
- Notifies the Minister of Board vacancies and makes recommendations for appointments or re-appointments that fulfill the competencies the LHIN Board requires and respect and promote the principles of equity, diversity, quality and merit.
- Oversees an annual review of the performance of the Board and makes recommendations for necessary adjustments that are in the best interests of the Board, the LHIN and the stakeholders.
- Ensures that the LHIN has a service complaint-handling procedure in place.

Qualifications

- Understanding of fiduciary responsibilities
- Understanding of government values and the LHIN's status as a crown agency, and a commitment to working within government's agency accountability structure.
- An experienced leader with ability to clearly articulate and implement a strategic vision and oversee the implementation of plans and strategies to deliver efficient, effective and high quality services.
- Clear understanding of the separate roles of Board governance and CEO management.
- Experience in communicating organizational goals to others.
- Comprehensive understanding of the context in which the LHIN operates (including the Ministry's stewardship role), its community, the interests of stakeholders and the public, as well as a general understanding of the government's objectives in this regard, or the ability to acquire such understanding.
- Track record of growing community credibility through leadership
- Experience in decision-making incorporating community engagement.
- Demonstrated ability to exercise judgment while taking risks.
- Practical knowledge of the LHIN's constituting legislation and Ontario's health care system, or the ability to acquire such knowledge. Where appropriate, has been actively engaged, or maintains active engagement, in the health care sector
- Experience in stewardship of resources belonging to others.
- Superior group facilitation skills consensus decision-making skills, experience in running meetings, and adept at encouraging explorative discussion and building consensus.
- Effective communication and interpersonal skills to build productive external relationships within the Ministry of Health and Long-Term Care, with the Minister and a broad range of stakeholders.
- Substantive practical knowledge of accepted norms for duty and care required of the Board.
- Judgment to identify and address potential conflict of interest situations.

- Understanding of sound financial and operational business processes and practices including working within a specified budget.
- Commitment to the protection of the public interest within the mandate of the LHIN.
- Knowledge of and commitment to sound government practices.
- Experience in measuring performance and evaluation processes.

*Healthier people, a strong
health system – our future*