

## ROLES AND RESPONSIBILITIES

### Board

The general role of the board is to foster the organization's short and long-term success consistent with its mandated objectives and accountability to the Ministry of Health and Long-Term Care, service providers and local communities. In the discharge of its mandate, the board oversees the affairs of the organization, supervises management, which is responsible for the day-to-day operations and, through the CEO, sets the standards of organizational conduct.

In carrying out these duties, the board's role in policy-making, guidance of the strategic planning process, and performance monitoring, is separate from responsibility for the day-to-day management of the enterprise. This responsibility resides with the CEO who leads the organization in achieving board-approved directions and in turn recommends new initiatives to the board. It is essential that the separation of function be clearly understood by both the Board and management.

### Board Member

Board Members provide independent and objective oversight to the LHIN. As a member of an inter-dependent, multi-disciplinary team, Board members are responsible for providing oversight in setting the goals, objectives, and strategic directions for the LHIN within its mandate as defined by the LHSIA, MLAA and MOU. Collectively, members of the Board oversee the direction and performance of the LHIN and are accountable to the Board as a whole and the Minister of Health and Long-Term Care.

### Key Duties:

#### ***Strategic Leadership***

In conjunction with other Board members:

- Oversees the development of the LHIN's strategic framework (vision, mission, objectives, strategies) and ensures that the financial and operational plans of the LHIN are guided by the strategic framework.
- Prepares for and attends all Board meetings and committee meetings so as to participate knowledgeably and meaningfully in all deliberations of the Board and at meetings with management staff, stakeholders and the public.
- Contributes to and makes assessments of the LHIN's performance through a probative and diligent assessment of prepared reports, analysis, options and plans. Determines if further consultation is required.
- Makes decisions based on an independent assessment that considers the protection of the public interest, sound business practices and compliance with laws and regulations.
- Appropriately manages operational, reputation and financial risk.
- Ensures plans and initiatives strike the right balance between prudent use of LHIN resources and the provision of quality services to the public.

- Assists with the planning and achievement of the financial goals of the LHIN.
- Keeps abreast of professional trends in the health care sector and proposes strategies to solve problems or seize opportunities.
- Participates positively in discussions and strives to reach decisions of the Board by constructive discussion and consensus,

As an individual Member of the Board:

- Acts in keeping with a director's fiduciary duties and loyalty and duty of care so as to fulfill the LHIN's mandate.
- Acts with integrity and honesty. Actions are guided by the best interests of the LHIN and the public.
- Brings personal knowledge and experience in a positive manner to all discussions of the Board.
- Works constructively with other Board members and builds positive relationships with management and stakeholders.

### **LHIN Governance**

In conjunction with other Board members:

- 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.
- Makes decisions that are consistent with the approved Annual Services Plan and the Integrated Health Service Plan.
- Directs policy development whereby, and to ensure that, the LHIN uses public funds with integrity and honesty, and in the LHIN's and the public's interest.
- Ensures that performance measures and targets for the LHIN are established and monitored, and that they are both realistic and challenging.
- When necessary, directs corrective action be taken by management, arranges for audits as needed and cooperates with any periodic review directed by the Minister.
- Participates in the annual review of the CEO.

As an individual member of the Board:

- Stays informed of issues relevant to the LHIN and stakeholders.
- Acts with integrity and honesty. Actions are guided by the strategic direction of the MOHLTC and the best interests of the LHIN and the public.
- Complies with the conflict of interest rules outlined in the *Public Services of Ontario Act*.
- Discloses to the Chair any possible instances where the duties, role or interests may be a conflict with personal interests and refrains from discussion and decision-making in such cases.
- Participates in the evaluation of the Board, the Chair and individual directors and pursues professional development opportunities.
- Is accountable for and supports decisions that are made by the Board as a whole.

## Qualifications

- Knowledge of the LHIN and the associated stakeholder community.
- Practical working knowledge of the LHIN's constituting legislation, and the regulatory and legal framework governing Ontario's health care system (including the Ministry's stewardship role), or the ability to acquire such knowledge.
- Relevant related experience in the public or private sector as specified in the MOU.
- Clear understanding of the separate roles of the Board governance and CEO management
- Experience in stewardship of resources belonging to others.
- Strategic leadership skills to influence direction and oversee the implementation of objectives that support an overall vision for the LHIN.
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- Ability to communicate with clarity, confidence and sound judgment.
- Commitment to building successful relationships with individuals, teams, stakeholders and partners.
- Track record of growing community credibility through leadership.
- Ability to solve problems through seeking out the opinions, ideas and input of others.
- Understanding of strategic, operational and financial management theories and practices.
- Understanding of the requirements and challenges involved in turning strategies into actions leading to the development of sound services or initiatives.
- Experience with analyzing and monitoring financial and operational plans as well as adjusting performance to meet desired results.
- Experience and ability to objectively balance competing interests and information and collaborate with others to reach decisions.
- Knowledge of and commitment to sound governance practices.
- Respects and promotes the principles of equity and diversity.
- Commitment to the protection of the public interest within the mandate of the LHIN.
- Knowledge of and commitment to a director's fiduciary responsibilities and standards of care, due diligence and loyalty.