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**SUBJECT: BOARD ORIENTATION AND ONGOING DEVELOPMENT**

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Directors have a duty to be knowledgeable about the affairs of the hospital and their obligations as Directors. The hospital requires directors to demonstrate a firm commitment to continuing education by participating in board orientation, committee orientation, and ongoing board education. This commitment is a factor that is considered in the election or re-election of a Director of the Board.

New Directors are legally responsible to carry out their duties from the day they are elected or appointed to the Board of Directors. New Directors must be oriented to KHSC, current health care issues and their role as a Director.

Each Director is expected to participate in an initial orientation process and ongoing Board education events relating to Board roles and responsibilities.

The Board of Directors delegates responsibility to the Governance Committee for orientation of new Directors. The Chair of each Board Committee is expected to take an active role in the orientation process, specifically with respect to the mandate and Terms of Reference of the Committee for which they chair.

Orientation will take place in a timely manner as soon as possible after the appointment of a Director and will include:

- i) **Orientation** to KHSC within the context of Ontario Health - East and regional health system, an overview of Board and individual Director governance roles and responsibilities.
- ii) **Reference Manual/Board Portal:** Content will include: the KHSC By-law; KHSC Board Policy Manual; Board member contact listing; information on the Board Committee Structure; current Board work plan; current Board and Committee meeting schedule; a copy of the integrated annual corporate plan; KHSC's strategy performance index; the most recent Board agenda materials; and a user's guide to accessing the Board portal.
- iii) **Mentoring:** Each new Director may be paired with a mentor on the Board. The mentor will attend orientation sessions with the new Director, sit with them at Board meetings, ask if the information presented was clear, and answer any questions they may have about the meeting.
- iv) **Internal and External Resources:** Additional resources and expertise may be made available to support the orientation program e.g. KHSC staff present and provide an introduction to issues in their area; external speakers; attendance at Hospital sponsored events etc.
- v) **OHA Board Certification Program:** All new Board members will attend the OHA Board Certification program, preferably within the first year.
- vi) **Catholic Health Leadership Program:** All new Board members will attend Catholic Health Leadership program, preferably within the first year.
- vii) **OHA Guide to Good Governance:** New directors are encouraged to become familiar with this resource which is available from the Board Secretary.

Participants will evaluate the orientation program on completion.

A Board manual including all orientation materials, the KHSC By-law and Board of Directors Policies will be maintained by the Board Secretary.

An ongoing Board education program will be established each year that is consistent with the goals and objectives of the Board for that year. It is expected that each Director will participate in ongoing education.

Directors attend education events in accordance with board approved policies. Directors obtain prior approval to attend an education session. Such approvals will be coordinated through the CEO's office to ensure education budget funds are available.

Components of the ongoing education process may include:

- i) **Assessment of Development Needs:** Board Directors will be asked annually to identify their development needs. Mechanisms to identify those needs may include: survey of Board Directors; feedback on previous education sessions; diagnostic questionnaires; feedback from Board Directors' self-evaluations.
- ii) **Presentations at Board Meetings:** The Governance Committee, in consultation with the Chief Executive Officer, will develop an annual program of information/education presentations which may be included as part of the Board's regular meetings or presented at scheduled times as the Board may direct.
- iii) **Ontario Hospital Association sponsored Education Sessions and Programs:** Directors of the Board of Directors are encouraged to participate in educational opportunities offered by the Ontario Hospital Association. Reasonable expenses of attending and/or participating in such events may be reimbursed according to established policy.
- iv) **Other Relevant Education Programs:** Directors may attend relevant educational programs sponsored by organizations other than KHSC with the prior written approval of the Board Chair. Reasonable expenses of attending and/or participating in such approved programs will be reimbursed according to the established policy.
- v) **Knowledge Transfer/Reporting:** Directors are required to report back at the appropriate Board committee meeting to share information/best practice processes acquired at educational sessions.
- vi) **Annual Board Retreat:** An annual Board Retreat should be scheduled. At each retreat, the Strategic Plan will be reviewed to ensure that progress is being made toward its achievement. Additionally, the retreat should focus on other relevant areas within the Board Roles and Responsibilities, reflecting the Board's annual work plan. The retreat should be conducted at a reasonable cost, and with clear deliverables.