

Member, Board of Directors – Role Description

Purpose

To provide independent and objective oversight to the planning, funding, and performance management of healthcare within the Mississauga Halton LHIN. As a member of a diverse 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 LHIN's constating Legislation and Regulations plus its approved Memorandum of Understanding and Ministry/LHIN Accountability Agreement. 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.

Application

This position applies to all appointed Board members including Board Officers. A Director who wishes to serve on the Board must be made aware, in writing, that he or she will be expected to abide by this policy.

Responsibilities / Key Duties

As a member of the Board, and in contributing to the collective achievement of the role of the Board, the individual Director is responsible for the following:

Strategic Leadership

In conjunction with other Board members:

- Oversees the development of the LHIN's strategic framework (vision, mission, values, objectives) and ensures that the financial and operational plans of the LHIN are guided by the strategic framework outlined in the Annual Business Plan
- Prepares for and attends all Board meetings and appropriate 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 of available evidence, that considers the public interest, sound business practices and compliance with applicable laws, regulations, agreements, policies and directives
- Identifies emerging issues, trends, and proposes strategies to solve problems or seize opportunities, including those involving system integration.

- Ensures effective controls are in place to safeguard the LHIN's assets, uphold a positive public image of the LHIN and to appropriately manage operational, reputational 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, which may include working to a specified budget, revenue allocations and re-allocations or revenue sourcing
- At a high level, keeps abreast of regional, global, and best practice trends in the field of Health and Healthcare and proposes strategies to solve problems or seize opportunities
- Participates positively, respectfully and attentively in discussions and strives to reach decisions of the Board by constructive discussion and consensus

As an individual Member of the Board:

- May chair committees and lead special projects as assigned by the Board
- Acts in keeping with a director's fiduciary duties of 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 the LHIN's business plans and annual reports for submission to the Minister in a timely manner, in keeping with government's requirements
- Makes decisions that are consistent with the Board approved annual business plan.
- Directs policy development 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

- Provides input for the annual review of the CEO as described by the MH LHIN Executive Compensation Strategy and Policy

As an individual Member of the Board:

- Stays informed of issues relevant to stakeholders
- Complies with the LHIN's Code of Conduct and Conflict of Interest rules
- Discloses to the Chair any possible instances where the duties, role or interests may be in conflict with personal interests and refrains from discussion and decision-making in such cases
- Participates in Board and individual Board member evaluations, as well as evaluations of the LHIN's overall performance
- Is accountable for and supports decisions that are made by the Board as a whole

Skills and Qualifications – A Guideline

- Broad understanding and interest in healthcare, the associated stakeholder community and the regulatory and legal framework governing the healthcare sector
- Relevant related experience in the public or private sector
- Maintains current knowledge in the LHIN's fields of responsibility and participates in professional development opportunities
- Strategic leadership skills to influence direction and oversee the implementation of objectives that support an overall vision for the LHIN
- Sound judgement and the ability to communicate with clarity and confidence
- Commitment to building successful relationships with individuals, teams, stakeholders and partners
- 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 integrated, sustainable healthcare services and integration 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, diversity and regional representation
- 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

Term

Board members are appointed for terms ranging from one to three years at the discretion of the Minister and the OIC appointment process. A Director's renewal is not automatic and shall depend on the Director's performance and upon the Order- in-Council appointment process of the Ontario Government.