



Thank you for your interest in the Brant Community Healthcare System Board of Directors.
Enclosed is an application package.

Prior to completing the package, please read the following:

Appendix A – “Qualifications of Directors”

Appendix B – “Information about becoming a Board Member”

Appendix C – “Board Member Competencies”

We ask that you submit your application and resumé electronically, by mail or in person no later than noon on **Monday March 10, 2013** to:

Becky Marras
Executive Assistant
Brant Community Healthcare System
200 Terrace Hill Street
Brantford, Ontario N3R 1G9

Thank you for your interest in the Brant Community Healthcare System.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Hornell", with a long horizontal stroke extending to the right.

James Hornell,
Secretary, Board of Directors

Encl.



APPENDIX A

QUALIFICATIONS OF DIRECTORS

Brant Community Healthcare System Corporate Bylaw Excerpt

1.01 Qualification of Directors

- (a) Every Director shall be eighteen (18) or more years of age.
- (b) Subject to paragraph (c) below, a Director must reside or work in the Catchment Area.
- (c) The Board, upon recommendation of the Governance Committee, may exempt up to two (2) elected Directors from residing in the Catchment Area upon election or re-election, provided that no more than two (2) elected Directors at any time are allowed to reside outside of the Catchment Area. If at any annual general meeting there are more than two (2) elected Directors who do not meet the Residency Requirement, the most recent Director(s) to cease to meet the Residency Requirement shall be deemed removed from the Board at the annual general meeting until the two (2) Director maximum is restored.
- (d) No person who is an undischarged bankrupt shall become a Director.
- (e) No Excluded Person shall be eligible for election or appointment to the Board of Directors except those ex-officio Directors set out in clauses 4.01(c).

Definition:

Catchment Area: Article 1.01 (e)

“Catchment Area” includes the City of Brantford, County of Brant, County of Oxford, Six Nations of the Grand River Territory and Township of North Dumfries.



APPENDIX B

Brant Community Healthcare System *Information about Becoming a Board Member*

The Brant Community Healthcare System

The BCHS consists of The Brantford General Hospital and the Willett Hospital in Paris, Ontario. In 2006, the Boards of The Brantford General Hospital and The Willett Hospital agreed to amalgamate the two corporations and operate as a single board structure under one corporation known as the Brant Community Healthcare System as at April 1, 2007.

Composition of the Board

- (11) Elected Directors
 - (1) Term Director (Gordon Stratford to 2016)*
- Ex-Officio – Non Voting Members
- Chief of Staff
 - President of Medical Staff
 - Vice President of Medical Staff
 - President/CEO
 - Vice President, Patient Services
 - Officer, BCHS Volunteer Association
 - Officer, BCHS Foundation

* Gordon Stratford shall be appointed for a term which shall expire at the 2016 annual general meeting, at which time this position shall revert to an elected position.

Volunteer Position

Directors are considered volunteers, and therefore, do not receive an honorarium. Out of pocket expenses, however, will be reimbursed.

Requirement for Criminal Record Check and Character Reference Check

Successful candidates will be required to submit to a Criminal Record Check and Character Reference check prior to final Board approval for appointment.

Time Commitment of BCHS Board Members

New members should anticipate a significant time commitment which will vary based upon issues that arise from time to time.

Currently, there are eight (8) regular meeting of the Board of Directors. Board meetings are held on the first Thursday of each month at 1600 hours. Generally, meetings are two to two and one-half (2 - 2.5)



hours in length. The Board of Directors also conducts Independent Board meetings (staff members are excluded). These meetings occur bi-monthly for a duration of 1-1.5 hours.

Newly appointed members should anticipate (on average) one to three (1-3) additional meetings of the Board of Directors in a fiscal year.

In addition to Board meetings, newly appointed members should anticipate membership on at least 2 or more Standing Committee of the Board, such as Corporate Resources, Quality Committee, BCHS Ethics and Research Ethics. These committees generally meet every second or third month at 0730, 1200 or 1600 hours. Generally meetings are one to one and one half hours (1 - 1.5) in length.

Terms of Office

Newly appointed members may be appointed for up to a three (3) year term and may be re-appointed for two (2) additional three (3) year terms. Directors may re-apply at the end of each current term and are not automatically re-appointed for another term.

Fiscal year

The hospital's fiscal year commences on April 1st annually. Terms of office commence and end on the date of the Annual General Meeting in June.

Orientation and ongoing education for new board members

Newly appointed members are expected to attend an orientation session within the first two (2) months for a one day session or two half-day sessions. Time for these sessions will be at a mutually agreed date and time. There are many ongoing educational opportunities for BCHS board members.

As part of the educational and succession planning component, all Directors participate in a Board and Individual Director Evaluation process.

Mentorship

Each new board member will be assigned a peer director mentor for his/her first term.



APPENDIX C

Brant Community Healthcare System

Board of Director Competencies

Universal Competencies

1. Commitment and Effective Communication
2. Integrity
3. Analytical/Ethical Decision Making
4. Strategic Leadership
5. Legal/Political Awareness – local/regional level

Collective Competencies

1. Change Leadership
2. High Level Executive or Leadership Experience
3. Strategic Planning experience
4. Experience in the healthcare field
5. Knowledge of, or ties to, the diverse population served by the Board
6. Knowledge/experience in government or public relations
7. Knowledge/experience in education
8. Knowledge/experience in Information Technology (IT)

Specific Competencies

- 1. Political Connections**
 - a. Provincial /Regional level
- 2. High Level Financial Expertise**
 - a. Understanding of the complexities involved in running a healthcare organization
- 3. Legal Expertise**
- 4. Creative Thinker**
 - a. Ability to “think outside the box” – creative solutions to current issues
- 5. Experience with Organizational Change**
 - a. Experience in an organization who has undergone significant change
- 6. Communication and Advocacy Skills**
 - a. Ability to communicate and advocate with government officials and in a public forum.
- 7. Healthcare experience**
 - a. Work experience within the health care field



8. Knowledge of/or experience in Risk Management

- a. Knowledge of or work experience in Risk Financing, Risk Assessment, Risk Control

9. Knowledge of/or experience in Quality/Customer Service/Performance management

10. Public Sector Experience

11. Private Sector Experience

12. Marketing Experience

13. Lean Manufacturing Methodologies

- a. Familiarity with the principles of Lean, i.e. strategies to eliminate waste, create efficiencies, standard work processes, etc.

14. Construction/Project Management

15. HR/Labour Relations



Committees of the Board:

Quality Committee:

Brant Community Healthcare System is committed to continuous quality improvement at every level of our organization. We strive for excellence and alignment of our three Strategic Directions with continuous improvement activities. We believe that everyone at Brant Community Healthcare System shares the responsibility for quality and quality improvement.

The Quality Committee oversees the preparation of the annual Quality Improvement Plan (QIP). In addition to this oversight role, the Quality Committee may provide status updates on the QIP, planned initiatives and progress. The Chair of the Quality Committee is required to sign off that the organization meets the requirements of QIP. The committee will recommend to the Board of Directors any policies or plans to maintain and continuously improve the quality of care and service. This committee will meet the requirements of the Quality of Care Committee as outlined in QCIPA.

Meeting Frequency: Bi-Monthly

Time: 0730 Hours (1.5 hours in length)

Corporate Resources

The Corporate Resources Committee is responsible to the Board for studying and recommending to the Board for approval, a detailed annual budget for capital and operating revenues and expenditures for the ensuing fiscal year; making recommendations to the Board with respect to all matters related to the property, including grounds, buildings, equipment, furniture, furnishings; making recommendations to the Board with respect to all matters related to the planning of new and extended facilities, together with the acquisition of new equipment.

Meeting Frequency: Bi-Monthly

Time: 0730 Hours (1.5 hours in length)

BCHS Ethics Committee

The BCBS Ethics Committee provides support and accountability for hospital ethics programming. The Committee also provides in-depth examination and discussion of issues identified by the board or key stakeholders within the organization as having significant ethical implications, and to make recommendations to the board as to how to proceed in an ethical manner.

Meeting Frequency: Quarterly

Time: 1600 Hours (1.5 – 2.0 hours in length)

Research Ethics Committee

To review research studies, monitor, provide guidance and policy development on issues relating to research in clinical and patient care.

Meeting Frequency: Monthly

Time: 0730 Hours (1.5 – 2.0 hours in length)



BOARD OF DIRECTORS APPLICATION FORM

<i>Contact Information</i>	
Name:	
Street Address:	
City, Street, Postal Code	
Home Phone	
Work Phone	
E-Mail Address	

<i>Special Skills or Qualifications (Education and Work Experience)</i>

<i>Community Involvement and Activities</i>

<i>Special Interests (My reasons/interest in becoming a member of the Board of Directors, or Committee Participant and what I feel I will contribute)</i>

_____ Date

_____ Signature

References	
Please provide the names and contact information of three character references (current or previous employers, business associates).	
Name	
Contact Information	
Relationship to Applicant	

Name	
Contact Information	
Relationship to Applicant	

Name	
Contact Information	
Relationship to Applicant	

Agreement and Signature	
By submitting this application, I affirm that the facts set forth in it are true and complete. <i>I hereby give consent for a criminal record check to be undertaken and authorize the BCHS to contact any of the character references I have provided.</i>	
Name (printed)	
Signature	
Date	

The foregoing is considered by the Brant Community Healthcare System to be confidential information and will be used by staff and Directors for the purpose of making recommendations to the Board.