

**BOARD MANUAL**

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**SUBJECT: Board and Board Committee Member Orientation**

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**Purpose**

The purpose of a Board orientation program is to help new Directors and Committee members assume their responsibilities quickly, maximizing their potential contribution and the capacity of the Board as a whole.

**Policy**

It is the responsibility of the Governance and Community Engagement Committee (GCEC) to ensure that new Directors and non-Director Committee members receive an orientation to their role as a Board and Committee member. The Board Secretary directs the preparation of materials and presentations for the orientation of new Directors.

The Chair of each Board Committee is expected to take an active role in the orientation process, providing an orientation for new Committee members specifically with respect to the mandate and terms of reference of the Committee for which he/she Chairs.

Orientation will take place as soon as possible after the appointment of members. Some items may be phased over several months. New Directors and Committee members will identify areas where they would like/require additional information following attendance at their first Board/Committee meetings.

The Chair of the GCEC will seek constructive input from orientation participants regarding the content and delivery of the orientation program so that adjustments can be made, as required, to ensure a comprehensive orientation is provided to new Board and Committee members.

***Expectations***

1. New Board Directors and new non-Director Committee members will attend a mandatory orientation, which will include the topics outlined in Appendix A as amended from time to time by the GCEC.
2. Board members must read and be familiar with the documents listed in Policy 3-B-13 (Responsibilities of a Director).

3. All new Directors are expected to complete the Ontario Hospital Association (OHA) one-day course, Essentials Certificate in Health Care Governance for New Directors (or equivalent certification) within two years of joining the Board. New non-Director Committee members are not required to complete an OHA governance course.
4. All new Directors will be assigned a mentor who in most cases will be the Chair of the Board Committee to which they have been assigned. New Directors are expected to meet with their mentor at least once during their first three months of service or as often as required.
5. All Board Committees will conduct an orientation for all new members (Directors and non-Directors) as soon as possible following their appointment. A guide to Committee orientation material is provided in Appendix B.
6. An outgoing Committee Chair will orient the new Chair of a Committee as soon as possible following their appointment. See Appendix C.

**References**

- 3-B-6 Attendance Policy
- 3-B-13 Responsibilities of a Director
- 3-B-25 Role Description – Non-Directors on Board Committees
- 4-B-18 Reimbursement of Director Expenses
- 4-D-4 Board Continuing Education

**APPENDIX A****GRH ORIENTATION GUIDE  
For New Directors and Non-Director Committee Members****A. Introduction and Purpose of the Orientation****B. The Role of the Board and Governance****C. Grand River Hospital**

1. Structure
2. Strategy
3. Performance Monitoring
4. Credentialing and Medical Resources

**D. Key Stakeholders and the External Healthcare Environment****E. Health Sector Information**

1. Include summaries of FIPPA and PHIPA

**F. Resources Available to Board Directors**

1. Board portal
2. Mentorship for new Directors

**G. Recommended Pre-Reading**

A selection of digital-material made available to the new Director and Committee member will include, but is not limited to:

- Board orientation handout
- Board Manual – including a list of initial recommended reading
- Guide to Good Governance, Ontario Hospital Association, 2015
- GRH Organizational Chart
- Professional staff credentialing policy
- Current GRH annual operating plan, budget
- Information about the Ontario Health and current provincial service agreements
- Previous year's annual report
- The Balanced scorecard indicators and their definitions
- The minutes of the last three meetings of the Board (open and in-camera)

**H. Other**

Governance staff will arrange for:

- Photo identification card
- Parking access
- Portal access
- Annual declaration and consent
- Expense claims instructions
- meeting schedules
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**APPENDIX B****GRH ORIENTATION GUIDE  
For New Directors and Non-Director Committee Members**

The Chairs of the Board Committees will conduct an orientation for new members as soon as possible following their appointment. Below is a suggested outline for an orientation binder.

**Suggested Board Committee Orientation Binder Section Outline**

1.0 Terms of Reference

2.0 Work plan

3.0 Committee Highlights

4.0 Profile of Committee Members

Portal Access to committee materials including past materials

5.0 + Other material as determined by the Committee Chair & executive member

**APPENDIX C****GRH ORIENTATION GUIDE  
For New Committee Chairs**

- 1.0 Terms of Reference and Work Plan
  - how the responsibilities of the Committee are fulfilled by the work plan during the year
  - key policies and processes applicable to the Committee
  - projecting the timelines required for the executive member to work with their team to complete work plan items for Committee review prior to forwarding to the Board for discussion/decision
- 2.0 Committee Highlights
  - from the previous June annual Board report from the Committee: achievements, outstanding, key priorities, Committee challenges
  - previous meeting agendas, minutes and scorecards
  - things to work on from the annual Committee evaluation
- 3.0 Responsibilities and Process
  - setting the agenda, review of pre-meeting materials
  - available resources for support
  - reports to the Board
  - participation on the Executive Committee (if applicable)
- 4.0 Profile of Committee Members
  - Directors and non-Directors
- 5.0 Other topics as determined by the outgoing Committee Chair & executive member