

DIRECTOR ORIENTATION AND CONTINUING DEVELOPMENT

1. POLICY

- (1) All new members of the Board of Directors (the “Board”) of Interior Health (the “Authority”) will be provided with a comprehensive orientation program which addresses the organization’s mandate, its governance structure, and the nature and scope of its operations. The purpose of the orientation program is to help new directors assume their responsibilities as quickly as possible, maximizing their potential contribution and the capacity of the Board as a whole.
- (2) As the program may be initiated after the public announcement of the appointment and prior to the effective date of the Order issued by the Minister, the director nominee will be expected to execute a confidentiality agreement.
- (3) While it is expected that directors will possess knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is recognized that they will not necessarily be fully understanding of all aspects of governance or all areas of health service delivery. For that reason, education and learning is a key driver of ongoing director and board effectiveness and is a joint responsibility of individual directors, the Board as a whole, and management.

2. DIRECTOR ORIENTATION

(1) Objectives

- (a) Properly planned and executed, the orientation should serve to ensure that each new director comes to his/her initial meeting of the Board with an understanding of:
 - (i) the regulatory setting, the relationship with the Government and the responsible Minister(s), relevant legislation, the bylaws, policies and guidelines of the Board;
 - (ii) the formal governance structure including the role of the Board and its committees and the terms of reference for an individual director;
 - (iii) the Guidelines and Policies established by the Board to set the standards for personal and organizational conduct;
 - (iv) the organization’s mission, vision, values and strategic goals along with current strategic planning documents;

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- (v) the organization's operations and working environment including:
 - (A) the range of services provided,
 - (B) the principal assets, liabilities, significant contracts, and major stakeholders,
 - (C) the organizational structure and key management assignments,
 - (D) the major risks the organization faces and its risk management strategy,
 - (E) the key performance indicators,
 - (F) operational and regulatory constraints, and
 - (G) the requirements for reporting and public disclosure including the Budget Transparency and Accountability Act, Financial Information Act, and Freedom of Information and Protection of Privacy Act;
- (vi) the financial circumstances of the organization and its performance against approved budgets and the expectations set out in annual performance agreements and other arrangements between the Authority and the Ministry of Health; and
- (vii) the human resources that support the operation including:
 - (A) the contract and non-contract staff components and distribution,
 - (B) the employee unions and associations,
 - (C) the role of the Health Employers Association of BC,
 - (D) the medical staff working within and in association with the Authority and their relationship with the provincial government and the British Columbia Medical Association, and the role of the Health Authority Medical Advisory Committee, and
 - (E) the initiatives in place to promote staff and medical staff recruitment, retention and development.

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- (b) The orientation program should also:
 - (i) build a personal link for the new director with serving fellow directors;
 - (ii) introduce the new director to key members of the senior management team;
 - (iii) provide the new director with an opportunity to gain a more in-depth appreciation of the nature and scope of the organization's operations by visiting individual sites to view the facilities, observe first-hand the services being provided, and meet members of the local staff and medical staff; and
 - (iv) be supported by a library of written educational and reference material.
 - (c) Where timing permits, the new director will be invited to sit as an observer at the meeting of the Board and its committees prior to the date at which his/her appointment becomes effective, a final step that should encourage the new director to take an active part in the work of the Board from the outset.
- (2) Written Material**
- (a) The library of written material made available to the new director will include, but is not limited to:
 - (i) the Board Manual, which includes the organization's bylaws, Board operational policies and guidelines, and relevant legislation;
 - (ii) the most recent Service and Budget Management Plans;
 - (iii) the most recent annual and periodic financial and accountability reports;
 - (iv) the organization's key performance indicators and other performance indicators;
 - (v) the director's liability insurance and indemnity;
 - (vi) the schedule of dates for upcoming Board meetings;
 - (vii) the open and in-camera minutes of the last three meetings of the Board;
 - (viii) the minutes of the last three meetings of any committee to which the new director is being assigned; and

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- (ix) the *Best Practice Guidelines* issued by the Board Resourcing and Development Office.
- (b) This list may be supplemented with any papers/documents pertaining to major developments or issues of current interest to the Board.

(3) Time Commitment and Director Response

- (a) Because of the organization's nature and scope, the orientation program will be phased over several days in addition to the time required for the review of written materials.
- (b) At the conclusion of six months and one year of service as an active director the Chair of the Governance & Human Resources Committee (the "Committee"), and the Board Chair as required, will seek constructive input from the new director(s) in respect to the content and delivery of the initial orientation program as guidance for future efforts in this endeavor.

3. CONTINUING DIRECTOR DEVELOPMENT

(1) Objectives

- (a) The Board will provide continuing professional development to ensure that directors maintain or improve their skills, and that they continue to deepen their understanding of the Authority's services, those it serves, and the environment in which it functions.
- (b) Each director must also take personal responsibility and initiative for their continuing development.
- (c) Continuing development will include education in the area of director effectiveness as well as continuing exposure to the various facets of the organization's physical plant, operations, programs and operating environment.
- (d) Continuing education may take place as part of regular Board meetings, as part of the Board's annual retreats, or in separate educational sessions.
- (e) Where a director(s) receives continuing education in a forum that is not attended by the Board as a whole, that director(s) will be required to provide an oral report of the discussions and learnings at a future Board Meeting and provide copies of any materials to the Board Resource Officer who will ensure distribution to the entire Board.

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- (f) The Authority recognizes the value of development from external influences including professional organizations, subscriptions to journals, and attendance at conferences, symposiums, sessions and training programs.
- (g) Based on prior written approval from the Board Chair, and subject to available budgetary funds, directors shall be eligible for reimbursement of 100% of registration fees for conferences, symposiums, sessions and training programs that pertain directly to health care governance. Directors shall be eligible for 100% reimbursement of normally incurred expenses as defined in the *Director Retainers, Fees and Expenses Policy*.
- (h) With respect to more general director education pertaining to corporate governance, and duties and obligations as a Board director, programs through third party providers may be supported. Based on prior written approval from the Board Chair, and subject to available budgetary funds, directors shall be eligible for reimbursement of 50% of registration fees for conferences, symposiums, sessions and training programs that provide more general director education pertaining to corporate governance. Directors shall be eligible for 50% reimbursement of normally incurred expenses as defined in the *Director Retainers, Fees and Expenses Policy*.
- (i) In the case of reimbursement requests by the Board Chair for activities in clauses (g) and (h) immediately above, prior written approval of the Governance & Human Resources Committee Chair will be required.

4. PROGRAM ADMINISTRATION

- (1) Both the initial orientation plan and the continuing director development program for directors will be funded by the Authority, and by participating directors where noted by policy. The budget for Authority expenditures will be controlled by the Board under the recommendations of the Committee.
- (2) The Committee will engage the President and Chief Executive Officer (the “CEO”) or delegate in the development of a specific orientation program for each new director. These programs will be customized to take into account the background and skills displayed by individual directors.

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- (3) The Board will receive from the Committee annual recommendations for a continuing director development program, within an available funding allocation. The Committee will consult with the Board Chair, involving the CEO as may be appropriate.

5. POLICY REVIEW

- (1) The content and practical application of this policy will be reviewed from time to time or as required by specific events.