



BLUEWATER
HEALTH

**Be Part of
Governing Your
Community
Hospital – 2023**

Our Community

Sarnia & Lambton County
Erie St. Clair Region

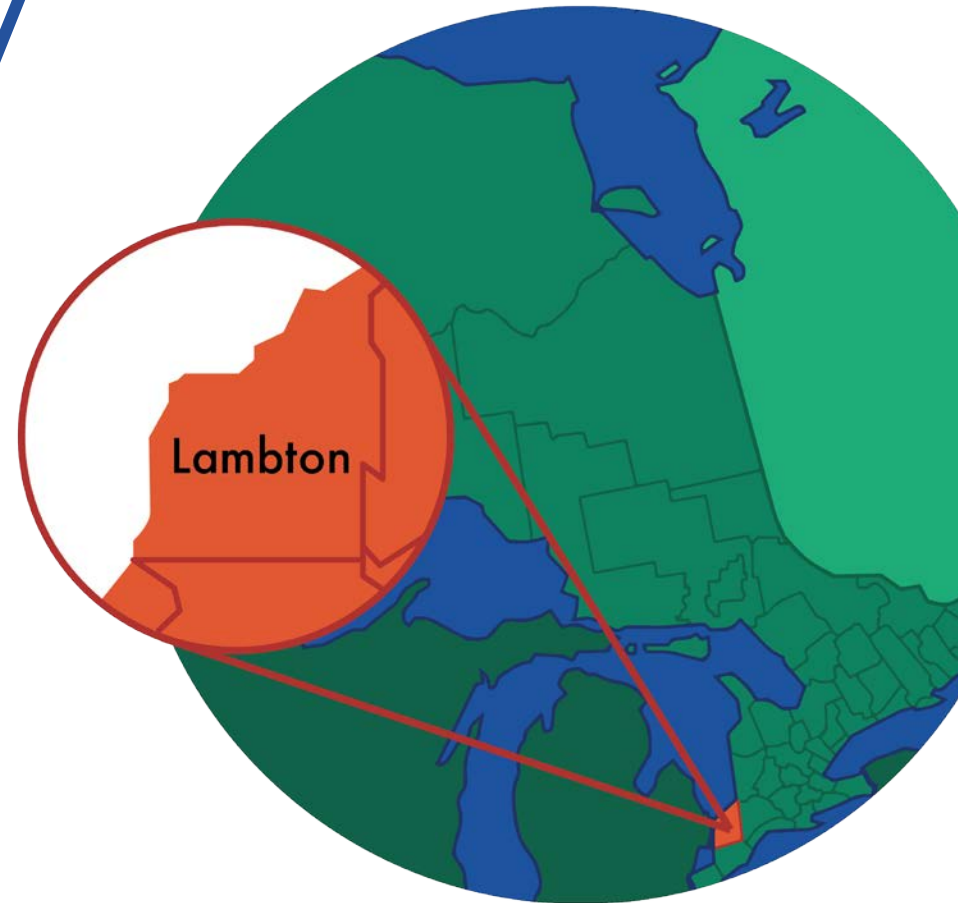
132,000

SENIOR: 24.5%*

INDIGENOUS: 4.8%

FRANCOPHONES: 1.9%

IMMIGRANTS: 9.7%



*Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released July 13, 2022.
<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed July 22, 2022)



By the Numbers

2020-2021



10,349

MRI exams



96,144

Patient days spent in hospital



1,059

Babies delivered in hospital



425

Patients received treatment in the cancer clinic



56,335

Sarnia Emergency Department visit



20,492

Petrolia Emergency Department visit



82,366

Ambulatory Care visits



16,784

Surgical cases



43,534

Volunteer Hours

Kaleidoscope of Care™

2021-2026 Strategic Plan



*Health through partnership
Caring with kindness*

What is Governance?

- Governance is an activity, what boards do:

“Serve as trustee and steward of an organization’s resources and capacities on behalf of those it is intended to benefit”

(Pointer and Orlikoff, 2002)

Source: OHA Guide to Good Governance

Presented by: Anne Corbett, Partner, Borden Ladner Gervais LLP & Jim Mackay, Managing Partner, Berkeley Consulting Group`

Principles of Governance

- The Board of Directors governs through the direction and supervision of the business and affairs of the hospital in accordance with its articles of incorporation, its by-laws, governance policies and applicable laws and regulations.
- The Board as a whole and individual Directors act in the best interest of Bluewater Health.
- The Board maintains at all times a clear distinction between the governance and operations of Bluewater Health, while recognizing the interdependencies between them.

Governance and Management

Governance

- Board determines “what is to be done” in accordance with its objects and strategic plan
- Board delegates responsibility for implementation to the CEO
- Board monitors performance of the corporation

Management

- Management determines “how it is to be done”
- CEO is responsible for the operation of the corporation
- CEO is responsible for implementation through the management and staff

Bluewater Health Governance Model Modified Pointer–Orlikoff

- Clear separation of governance and management
- Board focused on providing strategic leadership and direction
- Board establishes policies and monitors performance related to key dimensions of organization's business as well as its own effectiveness
- Management focus on development of policy options for Board and management of operations consistent with Board policy
- Small number of Board committees tied to key governance responsibilities

Board Roles

- **Policy formulation** – establish policies to provide guidance to those empowered with the responsibility to manage the organization's operations
- **Decision-making** – choose from alternatives which are consistent with Board policies and that advance the goals of the organization
- **Oversight** – monitor and assess organizational processes and outcomes

Board Responsibilities

- ✓ Formulate organization's strategic direction including Purpose Statement, values and key goals
- ✓ Provide for excellent management
- ✓ Ensure program quality and effectiveness and patient safety
- ✓ Ensure financial viability
- ✓ Ensure Board's effectiveness
- ✓ Foster relationships

Board Composition

- Comprised of 12 volunteer community members
- Directors must reside in Lambton County, with goal of having four (4) Directors from the rural area outside Sarnia and Point Edward
- Elected for three (3) year terms, with a maximum three (3) consecutive terms (nine (9) years)
- 5 ex-officio members
 - President and CEO
 - Chief of Staff
 - Chief Nursing Executive
 - President of the Professional Staff Association
 - Vice-President of the Professional Staff Association

Standing Committees

- Created by the Board
- The principal purpose for a Board Committee is to do the detailed work that the Board does not have time to do
- There is greater opportunity for discussion and in-depth analysis at the Committee level as opposed to the Board level
- The number and type of committees should support the Board in fulfilling its responsibilities and maximizing the participation of individual directors
- Comprised of Board Directors, Ex-Officio Directors, Non-Director Committee Members (NDCMS) and Patient Experience Partners (PEPs)

Director Responsibilities

- Accountability and Fiduciary duties
- Exercise of authority
- Active participation and team work
- Code of Conduct/Conflict of Interest/Confidentiality
- Time and commitment
- Board Solidarity - support approved Board policies and Board decisions
- Competencies – contribute specialized expertise/skills
- Participate in Board Orientation and education
- Participate in Board and individual Director evaluation

Non-Director Committee Members

- Accountability and fiduciary duties match those of Directors
- Adherence to the Principles of Governance and Board Accountabilities
- Appointment for one-year term on Board Standing Committees, renewable up to five (5) years

Balance within the Board

- As a whole, credible, capable, experienced and well able to govern
- Balance of skills and expertise to fulfill governance roles and responsibilities
- Balance of perspectives to reflect diversity of Lambton County

Qualities and Attributes

- Understanding of governance and Board roles and responsibilities
- Integrity, wisdom and judgment
- Ability to work as a team member
- Enthusiasm for role and demands
- Participate assertively and think at strategic level
- Commit necessary time
- Ability and willingness to represent hospital
- Commitment to Purpose Statement, values and strategic plan

Skills, Expertise and Experience

- ✓ Board and Governance
- ✓ Finance and Accounting
- ✓ Community and Government Relations
- ✓ Human Resource Management
- ✓ Information Technology
- ✓ Health Care System and Patient Care
- ✓ Legal/Law
- ✓ Board Leadership/Leadership
- ✓ Equity, Diversity and Inclusion
- ✓ Quality and Performance
- ✓ Enterprise Risk Management
- ✓ Business and Management
- ✓ Strategic Planning
- ✓ Community and Relationship Building
- ✓ Construction and Project Management
- ✓ Transformation and Innovation
- ✓ Integration and Systems Enabler

Time and Commitment

- Board meetings are held seven times per year and are generally two to three hours in length
- Directors are required to serve on at least one Board committee, which also meet seven times per year with meetings typically two hours in length
- Preparation time required for all meetings
- Attendance requirements of at least 70% for Board and committee meetings
- Agenda packages available electronically in advance of meetings
- Additional activities include special Board meetings, strategic planning, special events, education sessions, community meetings

Why Directors Volunteer

“The provision of healthcare touches so many in our community and is integral to our quality of life here in Sarnia-Lambton. In volunteering with the Bluewater Health Board, I wanted to give back to the community, and notwithstanding the many challenges facing healthcare today, to be part of a group continuing the tradition of compassionate and quality healthcare at Bluewater Health.”

Brian Knott, Director and Past Chair

“I volunteer with the BWH Board because the hospital is an institution that each one of us or a loved one will use at some point in their lives. I want to give back to our community by working with great people to make Bluewater Health the best that it can be.”

Paul Wiersma, Director and Past Chair