



About Dryden Regional Health Centre

Since its incorporation in 1952, the Dryden Regional Health Centre (DRHC) has provided professional, compassionate, safe and high quality patient health care to the community of Dryden and surrounding area.

The Dryden Regional Health Centre is a 42 bed, integrated small, rural and northern health service organization located in Northwestern Ontario and part of the North West Local Health Integration Network (LHIN 14). Our service area includes all residents within Dryden and the surrounding area, including the Townships of Machin and Ignace as well as the First Nation communities of Migisi Sahgaigan First Nation (Eagle Lake), Wabigoon Lake Ojibway First Nation and Wabauskang First Nation.

The DRHC supports the work of more than 375 staff, Physicians, and volunteers with an annual operating budget over \$34 million. The DRHC is a progressive and visionary organization that has had great success in implementing innovative programs and services to bring quality care closer to home for its service area.

The DRHC provides governance and management for the Dryden Area Family Health Team supporting primary care for some 14,000 people. Services are delivered by a multidisciplinary team of family Physicians, Nurse practitioners, Nurses and allied health personnel.

As an acute care Health Centre, the DRHC provides a full range of inpatient services including medical, surgical, obstetrical, chronic, rehabilitative and palliative care. Ambulatory services include emergency, surgical day care, specialty clinics, and oncology services.

The DRHC supports a busy visiting specialist program for orthopaedic, rheumatology, plastic surgery, endoscopy, paediatrics, otolaryngology and obstetrical gynaecology services. Many of these specialties also provide elective surgical procedures, minimizing the need for patient travel and bringing specialty care closer to home. These services are complemented and supplemented by a comprehensive telemedicine network. Diagnostic services include a CT scanner, x-ray, ultrasound, and fully accredited, ISO certified laboratory services.

The Health Centre provides inpatient, ambulatory and home and community rehabilitative services supported by an excellent team of rehabilitation professionals.

The DRHC also delivers a wide range of mental health and addictions services including: counselling, case management, crisis response and residential non-medical withdrawal and addictions treatment.



About the Board of Directors

Dryden Regional Health Centre's Board is comprised of 15 individuals; 11 voting members who are dedicated volunteers that represent the diverse communities we serve, and 4 *ex-officio* non-voting Directors (the Chief Executive Officer, Chief of Staff, President of the Medical Staff, and the Chief Nursing Executive).

As a skills-based Board, applicants are evaluated based on their knowledge and experience in a variety of areas that are deemed necessary to facilitate meaningful, thoughtful discussions, add unique perspectives, and help to make sound, equitable decisions. We encourage community members from all educational and professional backgrounds and walks of life to apply.

Successful applicants will be appointed to the Board by the Members of the Corporation at the Annual Meeting for a three-year term. Voting directors may serve up to three consecutive three-year terms (to a total of nine years).

Regular meetings of the Board are held in the evenings on the fourth Wednesday of each month (except for July, August, and December, wherein the Board does not meet).

In addition to serving on the Board as a whole, Directors will be appointed to serve on at least one Committee of the Board (*Resource, Quality, Governance, Audit, Nominating, Fiscal Advisory, and/or Joint Conference Committees*).

Regular meetings of the Quality, Governance, and Resource Committees are each held four times annually, in the evening on the second Wednesday of alternating months (except for July, August, and December). All other Board Committees meet on an ad hoc basis.

Board members will be provided a schedule of meeting dates and times at the start of each year. Board members may opt to attend Board and Committee meetings virtually, or in-person.

During their term on the Board, Directors will have an opportunity to participate in opportunities to increase their knowledge and skillsets on matters relevant to the work of the Dryden Regional Health Centre. New Directors will also have an opportunity to be mentored by a more experienced Board Member to help them transition into their role.

Director Description

The Dryden Regional Health Centre shall be composed of members who are able to fulfill the requirements outlined in the following position description:

Preamble: The members of the Corporation shall consist of those who shall be duly elected as members of the Corporation in accordance with the by-laws and regulations from time to time in force.

Position Title: Director (Volunteer)

Accountability: Each Director is accountable to the Dryden Regional Health Centre through the Board of Directors Chair.

Duties of the Position:

- To become knowledgeable about:
 - The Dryden Regional Health Centre Board of Directors, its mandate, structure and policies and procedures, and administrative By-laws;
 - The array of health services and related services for the Northwest region;
 - Arrangements and issues at the local, regional and provincial level;
 - Ministry of Health and Ontario Health policies and priorities pertinent to health planning; and
 - In-house orientation and education programs are available to help Directors develop their knowledge base.
- To read/analyze all written and verbal material provided to issues under consideration of the Dryden Regional Health Centre;
- To attend and actively participate in all meetings of the Board of Directors;
- To consider becoming Chair of at least one committee of the DRHC Board of Directors during your term of appointment;
- To deliberate impartially and fully on all matters presented to the Board of Directors for consideration;
- To observe all conflict of interest guidelines, confidentiality guidelines, and all By-laws in force for the Board of Directors;
- To consider representing the Board of Directors at external activities or in various processes, where appropriate.

Qualities for Membership:

- Members must live in the city of Dryden or District of Kenora or of the townships of Ignace or Machin for a continuous period of at least three months immediately prior thereto, or be employed or carry on business in the said municipality , district, region or township.
- All members should be willing to commit to a minimum of three hours (estimated) per month to Dryden Regional Health Centre activities.
- Members should be able to attend a minimum of 75% of all scheduled general meetings of the Board of Directors annually and a minimum of 70% of all other formally organized functions pertaining to the business of the Board.
- Directors should be prepared to Chair a committee, if eligible, and if necessary.
- Directors must be willing and able to discharge all duties as outlined in this position description.
- Directors must deliberate on matters bearing in mind the best interests of all consumers of Dryden Regional Health Centre services in the Dryden catchment area.



- Directors are encouraged to participate in social events such as Employee Recognition Night, Board of Directors Picnic, fundraisers etc.

Volunteer Commitment per Month:

1. Preparatory reading of background material sent out before any Board of Directors and/or Committee meeting;
2. Attendance at one Board of Director meeting;
3. Attendance at one committee/task group meeting.

In addition, members are expected to attend the Annual Meeting and strategic planning sessions.

Reimbursements:

Directors serve as volunteers, and are not reimbursed by the Dryden Regional Health Centre for the time they graciously commit to their duties. However, Directors are reimbursed for out-of-pocket accommodation and travel expenses consistent with Dryden Regional Health Centre policies and procedures on reimbursement.

Tips For Becoming A Better Board Member

1. **Reading** – The Dryden Regional health Centre is a great resource for many journals, articles, publications and the latest reports on a variety of health and health-related topics. As part of your regular Board package, you will be exposed to recommended readings. From time to time, information that is perceived to be of interest will be forwarded to you. Similarly, various documents will be presented at Board of Directors meetings – they're yours for the asking.
2. **Education** – Attend at least one extramural health care and governance educational seminar during your term on the Board.
3. **Financial Statement** – If you don't already possess the ability, work towards developing the skill to read and interpret financial statements.
4. **Apprenticeship** – New Board members will have the opportunity to participate in an Orientation Program and to work with experienced Board members on committees. It takes the most able and committed person with no health care experience at least a year to get up to speed (that is, understanding the health care system; issues related to the Dryden region; the Dryden Regional Health Centre as an organization; and the challenges and opportunities facing the Board and health planning Northwestern Ontario.
5. **Your Primary Stakeholders – the Residents of the Dryden Region** – Your overarching and fundamental obligation as a Board member is to protect and advance the interest of the residents of the Dryden region. Issues, policies and decisions should be viewed through meeting the health needs of the residents of the Dryden Region.

6. **Governance Responsibilities and Roles** – Do everything you can to help the Board stay on track, avoiding issues and tasks that are irrelevant, inconsequential or better handled by others.
7. **Vision** – Become fixated on the Dryden Regional Health Centre's vision. Everything that the Board does should be directed toward fulfilling it.
8. **Governance and Management** – Whenever a Director (or Board) slips into the role of management (meddling) both the quality of governance and management declines.
9. **Information** – The quality of governance can never exceed the quality of information the Board receives. Constantly assess it in terms of timeliness, accuracy, potential bias, what has been left out and unsaid, unstated assumptions, the frame of reference of whoever compiled it.
10. **Preparation** – Prior to Board and committee meetings, carefully read agenda materials, proposals and recommendations up for discussion and vote.
11. **Participate** – It is impossible to contribute unless you do.
12. **Question and Challenge** – One of the most important functions of a Director (Board) is to serve as a source of checks and balances, particularly when significant issues are being discussed. In fulfilling this role, keep in mind that all questions have value. Do not hesitate to ask any question.
13. **Tenacity** – be tenacious in exploring an issue when your gut tells you that all is not right.
14. **Big Issues should have Time to Match** – It is far easier to deal with simple and inconsequential matters; the routine often drives the non-routine. When a decision has significant consequences and is risky, demand that the Board have the patience to deliberate it properly.
15. **Vote with Your Conscience** – Be willing to express a dissenting opinion and to vote no. Share your rationale and be sure it is reflected in the minutes.
16. **Participation** – the best Boards and Directors are characterized by relatively even participation across and between all members
17. **Ego** – Remember, Board members are equal in membership and participation.
18. **Effective and Efficient Meetings** – The Chair of the Board and the Chairs of the various committees have particularly important roles in facilitating effective and efficient meetings. Learn how to do this task well.
19. **Never Take Action Alone** – A Board exists and can only act as a group. When the Board meeting is over, your authority evaporates like a referee's at the end of a game. Therefore, as an individual outside the boardroom, making demands of management, making promises to employees, or involving yourself individually in operations goes beyond the role of collective governance by the Board.
20. **Do not Compromise your Ethics and Values** – Never do or say anything in the boardroom that you wouldn't want to read about on the front page of your local newspaper the next morning.
21. **Support the Board's Decisions and Policies (even if you voted against the decision)** – To govern well, the Board must speak as one voice. If you are continually unable to join in the chorus after having sung your song, consider resigning.

22. **Express Your Concerns** – If you have concerns about what the Board is doing or how it is going about it, express them. First speak to the Board Chair, if that doesn't work, request that the matter appear on the agenda.
23. **Never Perform Non-governance Work for your Organization (even on a non-paid basis)** – For example, if you are an information consultant, let someone else prepare the RFP for the new computer system. Regardless of the contribution you might make, doing so will jeopardize your objectivity as a Board member and blur the line between governance and management.
24. **Keep a Professional Distance from Staff** – Remember, the CEO is the Board's only employee. It is essential to scrupulously avoid even the appearance of providing others an opportunity to do an end run around the CEO.
25. **Be Aware of Conflicts of Interest** – As an engaged and successful member of the community you will have conflicts of interest: they're unavoidable. Disclose any personal and professional conflicts, as they arise. If others, or you, consider the conflict to be material, extricate yourself from all involvement in the matter and state it at the meeting.
26. **Confidentiality** – Keep sensitive information within the boardroom setting and don't discuss these issues with friends, associates, or family members. You will rarely get into trouble (or compromise the Board) by saying too little.
27. **If You Don't Have Something Good to Say, Don't Say Anything At All** – Airing negative opinions outside the boardroom about any aspect of the organization reduces your ability to be effective.
28. **Get to Know Your Fellow Board Members (including the CEO)** – Good relationships are powerful elixirs that facilitate how, and how well, a Board does its work.
29. **Do a Personal Accounting of Your Council Membership** – What are you giving and getting back? Is there parity between the two? Relative parity assures continued motivation and energy for your Board work.
30. **Self-examination** – Once a year, engage in a careful, thoughtful, and critical self-examination of your role as a member of the Board. Key questions to ask yourself include:
 - *How am I performing? How can I perform better?*
 - *How much of a contribution have I made over the last year? What specific things could I do to make a greater contribution?*
 - *What are some of the things I do in meetings that impede Board performance?*
 - *What are some things that I refrain from doing, but shouldn't?*
 - *Do I have the time and energy to be an engaged and active member of this Board?*
 - *Do I still enjoy being a member of this Board?*
31. **Know Your Limits** – When you realize that you do not have the time, energy or commitment to serve on the Board, or have too many instances where you find it difficult (or impossible) to support its policies and decisions – resign. Do so gracefully and with style, but do it.



32. **Keep an Open Mind** – Keep an open mind and deliberate impartially to all of the facts presented to you. Use all of the information provided to you to expand your perspective. In your deliberations, keep the organization’s mission and goals in mind as the overriding criteria for decision-making.

Contact

If you are interested in putting your name forward for DRHC’s Board of Directors, please complete the application, and return it to us at your earliest convenience. You can also reach out with any questions you may have about DRHC, the Board, or the application process.

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