



Board of Directors  
Policy Manual

Subject: **DIRECTOR RECRUITMENT AND  
SUCCESSION PLANNING**

Policy # 5-310

Approved by: Board of Directors

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November 2023 (r)

## **POLICY**

The Board is responsible for the quality of its own good governance. To this end, the Board will annually review the skills and composition of the Board in order to determine its needs. Recruitment of new Directors, and succession planning will be conducted in an open and consistent manner to ensure transparency, diversity and broad community representation.

## **PURPOSE**

To ensure that the Board is a skilled and diverse governing body which embodies the necessary personal qualities, experience, knowledge and a balance of skills required to govern the Hospital effectively.

## **PROCEDURE**

On behalf of the Board, the Governance Committee will annually, commencing in November, or as required, follow the procedures below:

### **DIRECTOR RECRUITMENT**

1. Identify the need for new Directors based on term completions and resignations, and on the Director skills, experience and qualities required to meet the Hospital's current challenges and opportunities
2. Form a Recruitment and Nomination sub-committee ("the sub-committee") to consider the nomination of current Directors for appointment to a second or third term, and to recruit, interview and nominate new Directors.
3. The members of the sub-committee will be the Board Chair, the Chair of the Governance Committee/or immediate Past Chair, the CEO, and one other Director appointed by the Governance Committee. One person who is not a Director (i.e. a respected member of the community, a partner representative, or representative of PFAC) will be added to the sub-committee for the purpose of interviewing new nominees to the Board
4. The sub-committee will review the performance of individual Directors, using the Board of Directors' Skills Matrix (Policy 5-110), Board Peer Assessment Tool, (Policy 5-130), and in respect of those Directors completing their first, third, and sixth year, the Individual Director Self-Evaluation Tool (Policy 5-230). The Board Chair, or designate, will meet with first, third and sixth year Directors to discuss performance and personal goals, and with third and sixth year Directors the renewal of their terms. No Director who has moved out of the hospital catchment area is entitled to a renewal of term

5. The sub-committee will determine recruitment strategies, including social media and newspaper advertising, and community outreach.
6. The sub-committee will establish a set of criteria based on the skills matrix, diversity needs, and a uniform interview process, and will pre-screen and interview applicants
7. The sub-committee will recommend successful applicants and their terms to the Governance Committee for approval.
8. The Governance Committee will recommend new Directors and their terms to the Board for election in June.

## **SUCCESSION PLANNING**

1. The Board Chair in consultation will annually review the current slate of Officers and Committee Chairs, as well as committee composition, with a view to Board requirements for the upcoming year.
2. Board Chair selection will be conducted in accordance with Policy 5-060. Vice-Chair(s) selection will be conducted in accordance with Policy 5-160. Committee Chair selection will be conducted in accordance with Policy 5-160.
3. Recommendations for appointments will be made at the first meeting of the Board following the Annual General Meeting in June.