

## Bruyère Continuing Care Recruitment Directors & Community Representatives 2022-2023

Ottawa's first hospital was founded over 170 years ago by the Sisters of Charity. As a Catholic organization, Bruyère is carrying on the values and legacy of Mother Élisabeth Bruyère.

Bruyère is a multi-site academic healthcare organization that is maximizing quality of life and helping people stay and return home. We deliver a wide variety of services in aging and rehabilitation, medically complex, palliative, residential, and primary care. Our research leads to constant innovation in the services we provide with a focus on providing care that promotes independence.

Bruyère has a total of 500 beds over two sites for specialized care and rehabilitation for geriatric, palliative, medically complex, and stroke patients. The Academic Family Health Team is affiliated with the University of Ottawa and provides comprehensive primary health care to over 40,000 patients from the Ottawa area at two locations. The two long-term care homes, with 269 beds, offer residents a caring environment with innovative, evidence-based programming that provide a sense of place and enhances quality of life. Bruyère has 130 beds at our Greystone Village to assist with system capacity in the region.

We are looking for energetic, skilled individuals to become part of a strong team as we build for the future. Preferred candidates bring knowledge of the health care sector, a strong professional or business background, demonstrated leadership and time to contribute meaningfully to the organization. Recruitment will reflect the diversity of our community and of those we serve. For the year 2022-2023, we are seeking those with former experience in senior leadership roles in healthcare.

Directors and community representatives are elected to a term of up to three years with eligibility for re-election. If selected as a candidate, the application process includes a face-to-face interview. As a new Director and community representative, you will receive a comprehensive orientation and be assigned a mentor to guide your growth and development.

Please forward your completed application form and resume by **April 4, 2022** to:

N. Boyer at [nboyer@bruyere.org](mailto:nboyer@bruyere.org)



**Bruyère Board of Directors  
Board Director and Community Representative Application Form**

**1. Instructions**

(a) To apply to be appointed as a Board Director or Community Representative at Bruyère Continuing Care, you must complete this application and submit it with a copy of your current resume or biographical sketch.

(b) Please submit your completed application and resume by email or using to the address below:

[nboyer@bruyere.org](mailto:nboyer@bruyere.org)

Secretary of the Board of Directors

Bruyère Continuing Care

43 Bruyère Street, Room 745E

Ottawa, ON K1N 5C8

Tel: 613-562-6262 (x 4093)

(c) For more information about this application process, please contact Nicole Boyer

**2. Applicant Contact Information**

Last Name: _____
First Name: _____
Mobile 📞: _____
Other 📞: _____
Email 📧: _____
<b>Home Address</b>
Address: _____
Unit #: _____ City: _____
Prov: _____ Postal Code: _____

**3. Eligibility Criteria and Conditions of Appointment**

- (a) Directors must be at least 18 years old.
- (b) Undischarged bankrupts are ineligible to serve as members.
- (c) Each director is expected to commit the time (on average 10 to 12 hours per month) required to perform board and committee duties. Community Representatives are expected to spend 3 to 4 hours per month on committee work.
- (d) Directors must fulfill the requirements and responsibilities of the role – for example, preparing for and attending meetings, upholding fiduciary obligations and working cooperatively and respectfully with colleagues. Must comply with legislation governing the corporation, the corporation’s by-laws and policies, and all other applicable rules.
- (e) Directors and committee representatives must sign a declaration confirming their agreement to adhere to their fiduciary duties and board and corporate policies.
- (f) As a Catholic healthcare sponsored organization, all director nominations are subject to review and approval by our Sponsor, Catholic Health Sponsors of Ontario.

**4. Conflict of Interest Disclosure Statement**

- (a) Board directors and committee representatives must avoid conflicts between their self-interest and their duty to the corporation. In the space below, identify any relationship with any organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board or board committee.

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**5. Knowledge, Skills and Experience**

- (a) The board seeks a complementary balance of knowledge, skills and experience among board committee members. Please indicate your areas of knowledge, skills and experience by checking the appropriate boxes below:

Knowledge, skills and experience							
<b>Accounting &amp; Finance</b>				<b>Health Care Administration and Policy</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None	Basic	Intermediate	Advanced	None	Basic	Intermediate	Advanced
<b>Business Management</b>				<b>Information Technology</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None	Basic	Intermediate	Advanced	None	Basic	Intermediate	Advanced
<b>Clinical</b>				<b>Labour Relations</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None	Basic	Intermediate	Advanced	None	Basic	Intermediate	Advanced

<b>Construction and Project Management</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Legal</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Corporate Governance</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Public Affairs, Advocacy &amp; Communications</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Education &amp; Research</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Quality &amp; Safety Performance</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Ethics</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Risk Management</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>French Language</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Strategic Planning</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Human Resources Management</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Systems Thinking</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced
<b>Government Relations/Government Processes</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced	<b>Other: _____</b> <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced

(b) Please list current or prior experience either at the board or board committee level.

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(c) Which areas of governance work are of particular interest to you?

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(d) Please describe any linkages you have or may have had with other health care groups within the community.

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**6. Commitment to mission and values**

(a) Directors and community representatives serve as stewards for the organization. They govern and lead to create an environment that translates the mission and values into policies, programs and strategic direction. Describe in your own words how you can contribute to the mission and values of Bruyère and promote its Catholic identity (use separate page if needed).

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**7. Declaration**

By submitting this application, I declare the following:

- (a) I meet the eligibility criteria and accept the conditions of appointment set out above;
- (b) I have read and agree to comply with the following:
  - (i) Duties and Expectations of Directors of Catholic Healthcare Institutions;
  - (ii) Roles and Responsibilities of the Board;
  - (iii) Roles and Responsibilities of Directors;
  - (iv) Community Representative Appointment and Responsibilities;
  - (v) Conflict of Interest Policy and form
- (c) If applying for a director position, and my application to is approved, I agree to act as a Director of the Corporation and, in that capacity, I shall at all times act honestly and in good faith, in the best interest of the Corporation and abide by the Corporation’s By-Laws and all governing legislation. I understand that the term that I may serve as a Director is to be determined and that my application must be approved by the corporation’s sponsor, Catholic Health Sponsors of Ontario.
- (d) I fully understand that any errors in my application may result in my application for consideration as a Director being refused or my Directorship being revoked. I undertake to advise the Corporation immediately in writing of any change in the information contained in this application.
- (e) I give permission to the Corporation to investigate the references provided.

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Name of Applicant (please print)

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Signature of Applicant

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Date (yyyy/mm/dd)

	<b>Number:</b> GOVERNANCE 09	
	<b>Subject:</b> Recruitment and Appointment, Board of Directors	
<b>Effective Date:</b> 2009-04	<b>Past Review Date:</b> 2015-05, 2017-06	<b>Revision Date:</b> 2020-04
<b>Policy Sponsor or Department Responsible:</b> Board of Directors	<b>Approved by:</b> Board of Directors (2020-03)	
<b>Applies to:</b> ÉBH, SVH, SLR, ÉBR		

## PREAMBLE

This policy flows from the requirements identified in [Bruyère Continuing Care Bylaws, Article 8.0](#).

### 1.0 POLICY

- 1.1 Effective governance depends on the right mixture of knowledge, skills, experience, personal qualities, and diversity among the Board Directors. Therefore, the Board shall, through a nomination and selection process, select Directors according to these attributes, while considering any unique or special requirements at that time.
- 1.2 The Board shall reflect the diversity of the community served by Bruyère, including demographic, linguistic, cultural, economic, geographic, gender, ethnic and social characteristics.

### 2.0 DEFINITIONS

**Board:** means the Bruyère Board of Directors.

**Members:** those persons who are members of the Board of Directors of Catholic Health Corporation of Ontario (CHCO).

### 3.0 KNOWLEDGE, SKILLS AND EXPERIENCE

3.1 The knowledge, skills and experience the Board will seek include, but are not limited to:

- business management
- human resources management
- health care administration and policy, and health system needs, issues and trends
- clinical
- government and government relation
- political acumen
- construction and project management
- legal
- strategic planning
- risk management
- information technology
- accounting designation

- financial
- education
- research
- quality and performance management
- labour relations
- governance
- public affairs and communications
- ethics
- demographics
- patient and health care advocacy
- system thinking
- patient/family experience

3.2 The Governance and Nominating Committee maintains an up to date skills matrix reflecting the current composition of the Board.

#### **4.0 PERSONAL QUALITIES**

4.1 The Board will endeavor to ensure that all of its Directors possess the following personal qualities:

- understanding of and commitment to our vision, mission and core values;
- honesty and integrity;
- willingness to learn about and adhere to good governance principles, fiduciary duties and the role of the board;
- ability to think strategically;
- ability to work as part of a team;
- ability to communicate effectively;
- financial literacy;
- commitment to devote the time and effort required to be an effective Board Director including attendance at Board orientation, retreats, meetings, committee meetings, and organizational events; and
- absence of potential conflicts and ability to recognize and manage potential conflicts of interest.

#### **5.0 SELECTION PROCESS**

5.1 The Governance and Nominating Committee of the Board is responsible for identifying and nominating individuals to the Board and identifies the interview panel, which consists of the Governance and Nominating Committee Chair or Vice-Chair, the CHSO designate, a member of the senior leadership team and one other Board director.

5.2 The Governance and Nominating Committee determines the need for new Board directors annually, and when vacancies occur mid-year, taking into consideration the skills matrix and current and emerging needs.

5.3 A public call for nominations is made on an annual basis when there are Board vacancies. Referrals can be made by Board Directors and Senior Strategy Team members, community partners or through personal expressions of interest.

5.4 Candidates must complete a formal application attached to the call for nominations.

5.5 Applications are reviewed by GNC and a shortlist is developed.

5.6 Shortlisted candidates must go through a formal interview before being nominated.

5.7 As part of the selection process, candidates will be asked to disclose any relationship that may potentially result in a conflict of interest or interfere with their exercise of independent judgment as a director. The Governance and Nominating Committee will consider potential conflicts in the context of the bylaws and policy on [Conflict of Interest \(GOV 06\)](#) in assessing the suitability of the candidate for nomination.

5.8 Preferred candidates will also be requested to obtain a satisfactory police records check and provide references. Reference checks will be completed by members of the interview panel.

5.9 Recommendations are made by the Governance and Nominating Committee to the Board. All new Director appointments must receive approval from the Members.

## 6.0 APPOINTMENT

6.1 Directors are appointed as outlined in By-law 8.05.

6.2 Reappointment is not automatic, but will be evaluated based on the Director's performance and on their ability to contribute the range of skills, experience and knowledge still required on the Board of Directors as determined by the Governance and Nominating Committee.

6.3 A Director may request an extended leave of absence. Such a request is submitted to GNC for recommendation to the Board. If the request cannot be accommodated, the Director may be required to voluntarily resign (By-law 8.09, b, i).

6.4 Directors may resign as outlined in By-law 8.08.

## 7.0 REFERENCES

[Administrative By-law adopted July 14, 2003, revised March 28, 2019.](#)

Policies:

- [GOV 06 – Conflict of Interest](#)
- [GOV07 – Community Representation on Committees of the Board of Directors](#)
- [GOV17 – Role and Responsibility of the Board Director](#)